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(f) MCRP 3-0B
(g) MCO 1553.2A

1. Purpose. Per reference (a), this T&R Manual establishes Core Capability Mission Essential Tasks (MET) for readiness reporting and required events for standardization training of Marines and Navy personnel assigned to the Marine Corps civil affairs groups. Additionally, it provides tasking for formal schools preparing personnel for service in Marine Corps civil affairs. This NAVMC supersedes MCO 1510.123.

2. Scope

a. The Core Capability Mission Essential Task List (METL) in this manual is used in Defense Readiness Reporting System (DRRS) by all civil affairs units for the assessment and reporting of unit readiness. Units achieve training readiness for reporting in DRRS by gaining and sustaining proficiency in the training events in this manual at both collective (unit) and individual levels.

b. Per reference (b), commanders will conduct an internal assessment of the unit's ability to execute each MET, and develop long-, mid-, and short-range training plans to sustain proficiency in each MET. Training plans will incorporate these events to standardize training and provide objective assessment of progress toward attaining combat readiness. Commanders will keep records at the unit and individual levels to record training achievements, identify training gaps, and document objective assessments of readiness associated with training Marines. Commanders will use reference (c) to incorporate nuclear, biological, and chemical defense training into training plans and reference (d) to integrate operational risk management. References (e) and (f) provide amplifying information for effective planning and management of training within the unit.

c. Formal school and training detachment commanders will use references (a) and (g) to ensure programs of instruction meet skill training

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requirements established in this manual, and provide career-progression training in the events designated for initial training in the formal school environment.

3. Information. CG, TECOM will update this T&R Manual as necessary to provide current and relevant training standards to commanders, and to ensure a current Core Capabilities METL is available for use in DRRS by the Marine Corps civil affairs units. All questions pertaining to the Marine Corps Ground T&R Program and Unit Training Management should be directed to: Commanding General, TECOM (Ground Training Branch C 469), 1019 Elliot Road, Quantico, VA 22134.

4. Command. This Directive is applicable to the Marine Corps Total Force.

5. Certification. Reviewed and approved this date.


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By direction

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CIVIL AFFAIRS T&R MANUAL

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CIVIL AFFAIRS T&R MANUAL

CHAPTER 1

OVERVIEW

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CIVIL AFFAIRS T&R MANUAL

CHAPTER 1

OVERVIEW

1000. INTRODUCTION

1. The T&R Program is the Corps' primary tool for planning, conducting and evaluating training, and assessing training readiness. Subject Matter Experts (SMEs) from the operating forces developed core capability Mission Essential Task Lists (METLs) for ground communities derived from the Marine Corps Task List (MCTL). T&R Manuals are built around these METLs and all events contained in T&R Manuals relate directly to this METL. This comprehensive T&R Program will help to ensure the Marine Corps continues to improve its combat readiness by training more efficiently and effectively. Ultimately, this will enhance the Marine Corps' ability to accomplish real-world missions.

2. The T&R Manual contains the individual and collective training requirements to prepare units to accomplish their combat mission. The T&R Manual is not intended to be an encyclopedia that contains every minute detail of how to accomplish training. Instead, it identifies the minimum standards that Marines must be able to perform in combat. The T&R Manual is a fundamental tool for commanders to build and maintain unit combat readiness. Using this tool, leaders can construct and execute an effective training plan that supports the unit's METL. More detailed information on the Marine Corps Ground T&R Program is found in reference (a).

1001. UNIT TRAINING

1. The training of Marines to perform as an integrated unit in combat lies at the heart of the T&R program. Unit and individual readiness are directly related. Individual training and the mastery of individual core skills serve as the building blocks for unit combat readiness. A Marine's ability to perform critical skills required in combat is essential. However, it is not necessary to have all individuals within a unit fully trained in order for that organization to accomplish its assigned tasks. Manpower shortfalls, temporary assignments, leave, or other factors outside the commander's control, often affect the ability to conduct individual training. During these periods, unit readiness is enhanced if emphasis is placed on the individual training of Marines on-hand. Subsequently, these Marines will be mission ready and capable of executing as part of a team when the full complement of personnel is available.

2. Commanders will ensure that all tactical training is focused on their combat mission. The T&R Manual is a tool to help develop the unit's training plan. In most cases, unit training should focus on achieving unit proficiency in the core capabilities METL. However, commanders will adjust their training focus to support METLs associated with a major OPLAN/CONPLAN or named operation as designated by their higher commander and reported accordingly in the Defense Readiness Reporting System (DRRS). Tactical

training will support the METL in use by the commander and be tailored to meet T&R standards. Commanders at all levels are responsible for effective combat training. The conduct of training in a professional manner consistent with Marine Corps standards cannot be over emphasized.

3. Commanders will provide personnel the opportunity to attend formal and operational level courses of instruction as required by this Manual. Attendance at all formal courses must enhance the warfighting capabilities of the unit as determined by the unit commander.

1002. UNIT TRAINING MANAGEMENT

1. Unit Training Management (UTM) is the application of the Systems Approach to Training (SAT) and the Marine Corps Training Principles. This is accomplished in a manner that maximizes training results and focuses the training priorities of the unit in preparation for the conduct of its wartime mission.

2. UTM techniques, described in references (b) and (e), provide commanders with the requisite tools and techniques to analyze, design, develop, implement, and evaluate the training of their unit. The Marine Corps Training Principles, explained in reference (b), provide sound and proven direction and are flexible enough to accommodate the demands of local conditions. These principles are not inclusive, nor do they guarantee success. They are guides that commanders can use to manage unit-training programs. The Marine Corps training principles are:

- Train as you fight
- Make commanders responsible for training
- Use standards-based training
- Use performance-oriented training
- Use mission-oriented training
- Train the MAGTF to fight as a combined arms team
- Train to sustain proficiency
- Train to challenge

3. To maintain an efficient and effective training program, leaders at every level must understand and implement UTM. Guidance for UTM and the process for establishing effective programs are contained in references (a) through (g).

1003. SUSTAINMENT AND EVALUATION OF TRAINING

1. The evaluation of training is necessary to properly prepare Marines for combat. Evaluations are either formal or informal, and performed by members of the unit (internal evaluation) or from an external command (external evaluation).

2. Marines are expected to maintain proficiency in the training events for their MOS at the appropriate grade or billet to which assigned. Leaders are responsible for recording the training achievements of their Marines. Whether it involves individual or collective training events, they must ensure proficiency is sustained by requiring retraining of each event at or

before expiration of the designated sustainment interval. Performance of the training event, however, is not sufficient to ensure combat readiness. Leaders at all levels must evaluate the performance of their Marines and the unit as they complete training events, and only record successful accomplishment of training based upon the evaluation. The goal of evaluation is to ensure that correct methods are employed to achieve the desired standard, or the Marines understand how they need to improve in order to attain the standard. Leaders must determine whether credit for completing a training event is recorded if the standard was not achieved. While successful accomplishment is desired, debriefing of errors can result in successful learning that will allow ethical recording of training event completion. Evaluation is a continuous process that is integral to training management and is conducted by leaders at every level and during all phases of planning and the conduct of training. To ensure training is efficient and effective, evaluation is an integral part of the training plan. Ultimately, leaders remain responsible for determining if the training was effective.

3. The purpose of formal and informal evaluation is to provide commanders with a process to determine a unit's/Marine's proficiency in the tasks that must be performed in combat. Informal evaluations are conducted during every training evolution. Formal evaluations are often scenario-based, focused on the unit's METs, based on collective training standards, and usually conducted during higher-level collective events. References (a) and (f) provide further guidance on the conduct of informal and formal evaluations using the Marine Corps Ground T&R Program.

1004. ORGANIZATION

1. T&R Manuals are organized in one of two methods: unit-based or community-based. Unit-based T&R Manuals are written to support a type of unit (Infantry, Artillery, Tanks, etc.) and contain both collective and individual training standards. Community-based are written to support an Occupational Field, a group of related Military Occupational Specialties (MOSs), or billets within an organization (EOD, NBC, Intel, etc.), and usually only contain individual training standards. T&R Manuals are comprised of chapters that contain unit METs, collective training standards (CTS), and individual training standards (ITS) for each MOS, billet, etc.

2. The Tank T&R Manual is a unit-based manual comprised of 10 chapters. Chapter 2 lists the Core Capability METs and their related Battalion and Company-level events. Chapters 3 through 8 contain collective events. Chapters 9 and 10 contain individual events.

1005. T&R EVENT CODING

1. T&R events are coded for ease of reference. Each event has up-to a 4-4-4-digit identifier. The first up-to four digits are referred to as a "community" and represent the unit type or occupation (TANK, TOW, 1802, etc.). The second up-to four digits represent the functional or duty area (TAC, CMDC, GNNRY, etc.). The last four digits represent the level and sequence of the event.

2. The T&R levels are illustrated in Figure 1. An example of the T&R coding used in this Manual is shown in Figure 2.

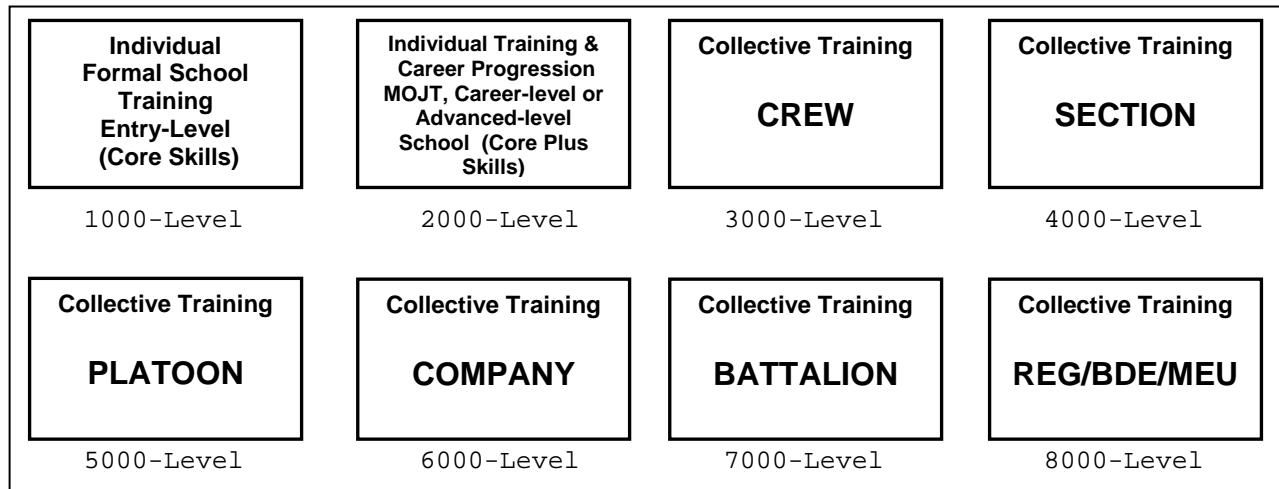


Figure 1: T&R Event Levels

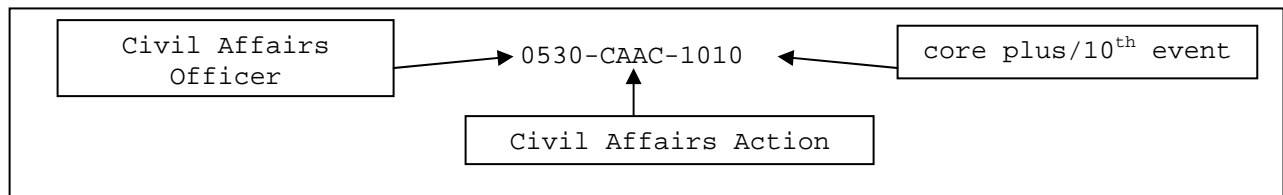


Figure 2: T&R Event Coding

1006. COMBAT READINESS PERCENTAGE

1. The Marine Corps Ground T&R Program includes processes to assess readiness of units and individual Marines. Every unit in the Marine Corps maintains a basic level of readiness based on the training and experience of the Marines in the unit. Even units that never trained together are capable of accomplishing some portion of their missions. Combat readiness assessment does not associate a quantitative value for this baseline of readiness, but uses a "Combat Readiness Percentage", as a method to provide a concise descriptor of the recent training accomplishments of units and Marines.

2. Combat Readiness Percentage (CRP) is the percentage of required training events that a unit or Marine accomplishes within specified sustainment intervals.

3. In unit-based T&R Manuals, unit combat readiness is assessed as a percentage of the successfully completed and current (within sustainment interval) key training events called "Evaluation-Coded" (E-Coded) Events. E-Coded Events and unit CRP calculation are described in follow-on paragraphs. CRP achieved through the completion of E-Coded Events is directly relevant to readiness assessment in DRRS.

4. Individual combat readiness, in both unit-based and community-based T&R Manuals, is assessed as the percentage of required individual events in which a Marine is current. This translates as the percentage of training events for his/her MOS and grade (or billet) that the Marine successfully completes within the directed sustainment interval. Individual skills are developed through a combination of 1000-level training (entry-level formal school courses), individual on-the-job training in 2000-level events, and follow-on formal school training. Skill proficiency is maintained by retraining in each event per the specified sustainment interval.

1007. EVALUATION-CODED (E-CODED) EVENTS

1. Unit-type T&R Manuals can contain numerous unit events, some for the whole unit and others for integral parts that serve as building blocks for training. To simplify training management and readiness assessment, only collective events that are critical components of a mission essential task (MET), or key indicators of a unit's readiness, are used to generate CRP for a MET. These critical or key events are designated in the T&R Manual as Evaluation-Coded (E-Coded) events. Formal evaluation of unit performance in these events is recommended because of their value in assessing combat readiness. Only E-Coded events are used to calculate CRP for each MET.

2. The use of a METL-based training program allows the commander discretion in training. This makes the T&R Manual a training tool rather than a prescriptive checklist.

1008. CRP CALCULATION

1. Collective training begins at the 3000 level (team, crew or equivalent). Unit training plans are designed to accomplish the events that support the unit METL while simultaneously sustaining proficiency in individual core skills. Using the battalion-based (unit) model, the battalion (7000-level) has collective events that directly support a MET on the METL. These collective events are E-Coded and the only events that contribute to unit CRP. This is done to assist commanders in prioritizing the training toward the METL, taking into account resource, time, and personnel constraints.

2. Unit CRP increases after the completion of E-Coded events. The number of E-Coded events for the MET determines the value of each E-Coded event. For example, if there are 4 E-Coded events for a MET, each is worth 25% of MET CRP. MET CRP is calculated by adding the percentage of each completed and current (within sustainment interval) E-Coded training event. The percentage for each MET is calculated the same way and all are added together and divided by the number of METS to determine unit CRP. For ease of calculation, we will say that each MET has 4 E-Coded events, each contributing 25% towards the completion of the MET. If the unit has completed and is current on three of the four E-Coded events for a given MET, then they have completed 75% of the MET. The CRP for each MET is added together and divided by the number of METS to get unit CRP; unit CRP is the average of MET CRP.

For Example:

MET 1: 75% complete (3 of 4 E-Coded events trained)
MET 2: 100% complete (6 of 6 E-Coded events trained)
MET 3: 25% complete (1 of 4 E-Coded events trained)
MET 4: 50% complete (2 of 4 E-Coded events trained)
MET 5: 75% complete (3 of 4 E-Coded events trained)

To get unit CRP, simply add the CRP for each MET and divide by the number of METS:

MET CRP: $75 + 100 + 25 + 50 + 75 = 325$

Unit CRP: $325 \text{ (total MET CRP)} / 5 \text{ (total number of METS)} = 65\%$

1009. T&R EVENT COMPOSITION

1. This section explains each of the components of a T&R event. These items are included in all events in each T&R manual.

a. Event Code (see Sect 1006). The event code is a 4-4-4 character set. For individual training events, the first 4 characters indicate the occupational function. The second 4 characters indicate functional area (TAC, CBTS, VOPS, etc.). The third 4 characters are simply a numerical designator for the event.

b. Event Title. The event title is the name of the event.

c. E-Coded. This is a "yes/no" category to indicate whether or not the event is E-Coded. If yes, the event contributes toward the CRP of the associated MET. The value of each E-Coded event is based on number of E-Coded events for that MET. Refer to paragraph 1008 for detailed explanation of E-Coded events.

d. Supported MET(s). List all METs that are supported by the training event.

e. Sustainment Interval. This is the period, expressed in number of months, between evaluation or retraining requirements. Skills and capabilities acquired through the accomplishment of training events are refreshed at pre-determined intervals. It is essential that these intervals are adhered to in order to ensure Marines maintain proficiency.

f. Billet. Individual training events may contain a list of billets within the community that are responsible for performing that event. This ensures that the billet's expected tasks are clearly articulated and a Marine's readiness to perform in that billet is measured.

g. Grade. Each individual training event will list the rank(s) at which Marines are required to learn and sustain the training event.

h. Initial Training Setting. For Individual T&R Events only, this specifies the location for initial instruction of the training event in one of three categories (formal school, managed on-the-job training, distance

learning). Regardless of the specified Initial Training Setting, any T&R event may be introduced and evaluated during managed on-the-job training.

(1) "FORMAL" - When the Initial Training Setting of an event is identified as "FORMAL" (formal school), the appropriate formal school or training detachment is required to provide initial training in the event. Conversely, formal schools and training detachments are not authorized to provide training in events designated as Initial Training Setting "MOJT" or "DL." Since the duration of formal school training must be constrained to optimize Operating Forces' manning, this element provides the mechanism for Operating Forces' prioritization of training requirements for both entry-level (1000-level) and career-level (2000-level) T&R Events. For formal schools and training detachments, this element defines the requirements for content of courses.

(2) "DL" - Identifies the training event as a candidate for initial training via a Distance Learning product (correspondence course or MarineNet course).

(3) "MOJT" - Events specified for Managed On-the-Job Training are to be introduced to Marines, and evaluated, as part of training within a unit by supervisory personnel.

i. Event Description. Provide a description of the event purpose, objectives, goals, and requirements. It is a general description of an action requiring learned skills and knowledge (e.g. Camouflage the M1A1 Tank).

j. Condition. Describe the condition(s), under which tasks are performed. Conditions are based on a "real world" operational environment. They indicate what is provided (equipment, materials, manuals, aids, etc.), environmental constraints, conditions under which the task is performed, and any specific cues or indicators to which the performer must respond. When resources or safety requirements limit the conditions, this is stated.

k. Standard. The standard indicates the basis for judging effectiveness of the performance. It consists of a carefully worded statement that identifies the proficiency level expected when the task is performed. The standard provides the minimum acceptable performance parameters and is strictly adhered to. The standard for collective events is general, describing the desired end-state or purpose of the event. While the standard for individual events specifically describe to what proficiency level in terms of accuracy, speed, sequencing, quality of performance, adherence to procedural guidelines, etc., the event is accomplished.

l. Event Components. Describe the actions composing the event and help the user determine what must be accomplished and to properly plan for the event.

m. Prerequisite Events. Prerequisites are academic training or other T&R events that must be completed prior to attempting the task. They are lower-level events or tasks that give the individual/unit the skills required to accomplish the event. They can also be planning steps, administrative requirements, or specific parameters that build toward mission accomplishment.

n. Chained Events. Collective T&R events are supported by lower-level collective and individual T&R events. This enables unit leaders to effectively identify subordinate T&R events that ultimately support specific mission essential tasks. When the accomplishment of any upper-level events, by their nature, result in the performance of certain subordinate and related events, the events are "chained." The completion of chained events will update sustainment interval credit (and CRP for E-Coded events) for the related subordinate level events.

o. Related Events. Provide a list of all Individual Training Standards that support the event.

p. References. The training references are utilized to determine task performance steps, grading criteria, and ensure standardization of training procedures. They assist the trainee in satisfying the performance standards, or the trainer in evaluating the effectiveness of task completion. References are also important to the development of detailed training plans.

q. Distance Learning Products (IMI, CBT, MCI, etc.). Include this component when the event can be taught via one of these media methods vice attending a formal course of instruction or receiving MOJT.

r. Support Requirements. This is a list of the external and internal support the unit and Marines will need to complete the event. The list includes, but is not limited to:

- Range(s)/Training Area
- Ordnance
- Equipment
- Materials
- Other Units/Personnel
- Other Support Requirements

s. Miscellaneous. Provide any additional information that assists in the planning and execution of the event. Miscellaneous information may include, but is not limited to:

- Admin Instructions
- Special Personnel Certifications
- Equipment Operating Hours
- Road Miles

2. Community-based T&R manuals have several additional components not found in unit-based T&R manuals. These additions do not apply to this T&R Manual.

1010. CBRNE TRAINING

1. All personnel assigned to the operating force must be trained in chemical, biological, radiological, nuclear, and explosive incident defense (CBRNE), in order to survive and continue their mission in this environment. Individual proficiency standards are defined as survival and basic operating standards. Survival standards are those that the individual must master in order to survive CBRNE attacks. Basic operating standards are those that the

individual, and collectively the unit, must perform to continue operations in a CBRNE environment.

2. In order to develop and maintain the ability to operate in an CBRNE environment, CBRNE training is an integral part of the training plan and events in this T&R Manual. Units should train under CBRNE conditions whenever possible. Per reference (c), all units must be capable of accomplishing their assigned mission in a contaminated environment.

1011. NIGHT TRAINING

1. While it is understood that all personnel and units of the operating force are capable of performing their assigned mission in "every climate and place," current doctrine emphasizes the requirement to perform assigned missions at night and during periods of limited visibility. Basic skills are significantly more difficult when visibility is limited.

2. To ensure units are capable of accomplishing their mission they must train under the conditions of limited visibility. Units should strive to conduct all events in this T&R Manual during both day and night/limited visibility conditions. When there is limited training time available, night training should take precedence over daylight training, contingent on individual, crew, and unit proficiency.

1012. OPERATIONAL RISK MANAGEMENT (ORM)

1. ORM is a process that enables commanders to plan for and minimize risk while still accomplishing the mission. It is a decision making tool used by Marines at all levels to increase operational effectiveness by anticipating hazards and reducing the potential for loss, thereby increasing the probability of a successful mission. ORM minimizes risks to acceptable levels, commensurate with mission accomplishment.

2. Commanders, leaders, maintainers, planners, and schedulers will integrate risk assessment in the decision-making process and implement hazard controls to reduce risk to acceptable levels. Applying the ORM process will reduce mishaps, lower costs, and provide for more efficient use of resources. ORM assists the commander in conserving lives and resources and avoiding unnecessary risk, making an informed decision to implement a course of action (COA), identifying feasible and effective control measures where specific measures do not exist, and providing reasonable alternatives for mission accomplishment. Most importantly, ORM assists the commander in determining the balance between training realism and unnecessary risks in training, the impact of training operations on the environment, and the adjustment of training plans to fit the level of proficiency and experience of Sailors/Marines and leaders. Further guidance for ORM is found in references (b) and (d).

1013. APPLICATION OF SIMULATION

1. Simulations/Simulators and other training devices shall be used when they are capable of effectively and economically supplementing training on the

identified training task. Particular emphasis shall be placed on simulators that provide training that might be limited by safety considerations or constraints on training space, time, or other resources. When deciding on simulation issues, the primary consideration shall be improving the quality of training and consequently the state of readiness. Potential savings in operating and support costs normally shall be an important secondary consideration.

2. Each training event contains information relating to the applicability of simulation. If simulator training applies to the event, then the applicable simulator(s) is/are listed in the "Simulation" section and the CRP for simulation training is given. This simulation training can either be used in place of live training, at the reduced CRP indicated; or can be used as a precursor training for the live event, i.e., weapons simulators, convoy trainers, observed fire trainers, etc. It is recommended that tasks be performed by simulation prior to being performed in a live-fire environment. However, in the case where simulation is used as a precursor for the live event, then the unit will receive credit for the live event CRP only. If a tactical situation develops that precludes performing the live event, the unit would then receive credit for the simulation CRP.

1014. MARINE CORPS GROUND T&R PROGRAM

1. The Marine Corps Ground T&R Program continues to evolve. The vision for Ground T&R Program is to publish a T&R Manual for every readiness-reporting unit so that core capability METs are clearly defined with supporting collective training standards, and to publish community-based T&R Manuals for all occupational fields whose personnel augment other units to increase their combat and/or logistic capabilities. The vision for this program includes plans to provide a Marine Corps training management information system that enables tracking of unit and individual training accomplishments by unit commanders and small unit leaders, automatically computing CRP for both units and individual Marines based upon MOS and rank (or billet). Linkage of T&R Events to the Marine Corps Task List (MCTL), through the core capability METs, has enabled objective assessment of training readiness in the DRRS.

2. DRRS measures and reports on the readiness of military forces and the supporting infrastructure to meet missions and goals assigned by the Secretary of Defense. With unit CRP based on the unit's training toward its METs, the CRP will provide a more accurate picture of a unit's readiness. This will give fidelity to future funding requests and factor into the allocation of resources. Additionally, the Ground T&R Program will help to ensure training remains focused on mission accomplishment and that training readiness reporting is tied to units' METs.

CIVIL AFFAIRS T&R MANUAL

CHAPTER 2

MISSION ESSENTIAL TASKS MATRIX

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CIVIL AFFAIRS T&R MANUAL

CHAPTER 2

MISSION ESSENTIAL TASKS MATRIX

2000. CIVIL AFFAIRS MISSION ESSENTIAL TASKS MATRIX. The Civil Affairs Mission Essential Task List (METL) Table includes the designated MET number. The following matrix lists the METLs that are associated with the Civil Affairs community.

METL (MISSION ESSENTIAL TASK LIST)

MET 1. Provide Forces (MAGTF)
MET 2. Provide Forces (Artillery Regiment/Battalion)
MET 3. Facilitate Populace and Resource Control
MET 4. Facilitate Foreign Humanitarian Assistance
MET 5. Facilitate Nation Assistance
MET 6. Manage Civil Information
MET 7. Facilitate Support to Civil Administration

2001. MET TO COLLECTIVE EVENT MAPPING

Event Number	Collective Events	MET	Page
CAG-CAAC-3001	Assist in Noncombatant Evacuation Operations (NEO)	127	3-5
CAG-CAAC-3002	Assist in Population and Resource Control (PRC) Operations	1247	3-5
CAG-CAAC-3003	Conduct CMO with a Supported Unit	1236	3-6
CAG-CAAC-3004	Conduct CMOC Operations	12367	3-7
CAG-CAAC-3005	Conduct Civil Information Management	1-7	3-8
CAG-CAAC-3006	Conduct Civil Reconnaissance within AO	12346	3-9
CAG-CAAC-3007	Conduct Civilian Supply Support	1-7	3-10
CAG-CAAC-3008	Conduct Disaster Relief Support Operations	1-7	3-12
CAG-CAAC-3009	Conduct Dislocated Civilian Support Operations	12356	3-13
CAG-CAAC-3010	Conduct Foreign Humanitarian Assistance	124	3-15
CAG-CAAC-3011	Conduct Foreign Nation Support	125	3-16
CAG-CAAC-3012	Conduct Governance Support Operations	127	3-18
CAG-CAAC-3013	Conduct Humanitarian and Civic Assistance Operations	127	3-19
CAG-CAAC-3014	Conduct Nation Assistance (NA)	125	3-21
CAG-CAAC-3015	Conduct Support to Civil Administration (SCA) in a friendly environment	127	3-22
CAG-CAAC-3016	Conduct Support to Civil Administration (SCA) in occupied territory	127	3-23
CAG-CAAC-3017	Coordinate Humanitarian Assistance (HA)	124	3-24
CAG-CAAC-3018	Coordinate for Foreign Nation Support (FNS)	125	3-25
CAG-CAAC-3019	Establish Civil-Military Operations Center (CMOC)	1-7	3-26
CAG-CAAC-3020	Integrate Civil Information into the Supported element COP	126	3-27
CAG-CAAC-3021	Provide Arts, Monuments and Archives Support	125	3-28
CAG-CAAC-3022	Provide Economic Stability Assistance	1237	3-30
CAG-CAAC-3023	Provide Environmental Management Support	1237	3-31
CAG-CAAC-3024	Provide Food and Agriculture Support	12357	3-33
CAG-CAAC-3025	Provide Public Education Support	1237	3-34
CAG-CAAC-3026	Provide Public Information Support	126	3-36
CAG-CAAC-3027	Provide Public Works and Utilities Support	12457	3-38
CAG-CAAC-3028	Provide Transportation Infrastructure Support	1247	3-38
CAG-CAAC-3029	Support Consequence Management (CM) Operations	1247	3-40
CAG-CAAC-3030	Support Foreign Internal Defense (FID) Operations	123	3-41
CAG-CAAC-3031	Support Military-Civic Action (MCA) Operations	127	3-43
CAG-CAAC-3032	Support Non-Combatant Evacuation Operations (NEO)	127	3-44
CAG-CAAC-3033	Support Security Assistance (SA) Operations	127	3-45
CAG-CAAC-3034	Support Technical Assistance Operations	127	3-46
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CIVIL AFFAIRS T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

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CIVIL AFFAIRS T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

3000. PURPOSE. The purpose of collective training is to provide the knowledge and skills required to perform as a Civil Affairs unit.

3001. EVENT CODING

Events in the T&R Manual are depicted with a 12 field alphanumeric system, i.e. 0531-CAAC-1001. This chapter utilizes the following methodology:

a. Field one - Each event in this chapter begins with "CAG" indicating that the event is for the Civil Affairs Group.

b. Field two - This field is alpha characters indicating a functional area. Functional areas for Civil Affairs Officers are:

CAAC - Civil Affairs Activities
CAOR - Civil Affairs Outreach
PLAN - Planning
PREP - Preparation

c. Field three - This field provides numerical sequencing.

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3003. COLLECTIVE EVENTS

CAG-CAAC-3001: Assist in Noncombatant Evacuation Operations (NEO)

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The policy of the U.S. Government is to protect U.S. citizens from the risk of death, injury, or capture when the host government is no longer able to provide adequate protection. In addition, the United States attempts to protect and evacuate certain host nation locals. The United States employs military assets in an evacuation only when civilian resources are inadequate. NEOs remove threatened civilians from locations in an FN or an HN to safe areas or to the United States. Such operations are conducted under the direction of the DOS.

CONDITION: Given the presence of United States citizens or other individuals so designated in a host nation no longer able to provide adequate protection.

STANDARD: So that all US citizens or others so designated who want evacuation are evacuated, and no citizens are injured during the operation.

EVENT COMPONENTS:

1. Advise the commander of the CA aspects and implications of current and proposed NEO plans.
2. Write the CA annex to the U.S. Embassy NEO plan and respective theater plans.
3. Support the operation of evacuation sites, holding areas for non-U.S. nationals denied evacuation, and reception or processing stations.
4. Assist in the identification of U.S. citizens and others to be evacuated.
5. Screen evacuees.
6. Brief evacuees.
7. Perform liaison with the embassy.
8. Act as a communications link with U.S. forces in the operational area.
9. Recommend actions to the commander to minimize population interference with current and proposed military operations.
10. Assist in safe haven activities.
11. Coordinate Information Operations to leverage media coverage of the successful event, as appropriate, in order to build local and world opinion, as needed, to support the mission.
12. Execute Transition Operations in order to ensure that evacuated United States Citizens and other designated individuals quickly become the long term responsibility of other governmental entities and or civilian organizations.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
-

CAG-CAAC-3002: Assist in Population and Resource Control (PRC) Operations

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Operations in PRC provide security for the populace, deny personnel and materiel to the enemy, mobilize population and materiel resources, and detect and reduce the effectiveness of enemy agents. Populace controls include curfews, movement restrictions, travel permits, registration cards, and resettlement of villagers. Resources control measures include licensing, regulations or guidelines, checkpoints (roadblocks), ration controls, amnesty programs, and inspection of facilities.

CONDITION: Given mission to minimize civilian interference, and to provide for civilian material requirements.

STANDARD: So that civilians do not interfere with military operations, are provided with minimum daily calorie and water requirements and are sheltered from the elements.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
-

CAG-CAAC-3003: Conduct CMO with a Supported Unit

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: CA forces augment CMO staffs of geographic, theater Army component, and maneuver commanders, down to battalion level, as well as U.S. country teams, other government agencies, and multinational forces. They accomplish this mission by assisting in planning, coordinating, and supervising CA activities in support of CMO. The specific activities are mission dependent and determined after applying the special operations mission evaluation criteria and the military decision-making process. CA commanders tailor their forces to meet mission requirements and to ensure the timely employment of the proper mix of strategic-, operational-, and tactical-level forces, as well as functional specialists. Key to this effort is the early deployment of planning teams to provide relevant CA input to OPLANs, functional plans, and CONPLANs. CMO activities support military operations by establishing, maintaining, influencing, or exploiting relationships between military forces and the civil authorities and civilian populace.

CONDITION: Given a unit with a mission to conduct CMO.

STANDARD: In performance step sequence, so all CA components CMO are available for the commanding officer, on order.

EVENT COMPONENTS:

1. Determine the CA Personnel Situation.

2. Determine present dispositions of logistics units and installations that affect the CMO situation.
3. Prepare a summary of the CMO situation.
4. Determine current problems faced by the command.
5. Project the impact of civilian interference with military operations.
6. Seek to transition as much of the actual execution of CMO to personnel from the supported unit as quickly as possible.
7. Analyze all CMO factors indicating problems and deficiencies of each COA.
8. Recommend COA.
9. Execute selected COA.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
-

CAG-CAAC-3004: Conduct CMOC Operations

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given FM 305.40, FM 3-05.401, SOPs, and all organic equipment; available and in place communications, administration, logistics, intelligence, and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; all coordination with the Country Team and other IGOs, NGOs, IPIs and host nation's governmental and public organizations is complete; there is no breach in security; there is adequate space for CAO/CMO; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Coordinate staff operations within the CMOC.
2. Implement force protection measures for the force and CMOC operations.
3. Allocate appropriate work space and utilities for CMOC elements.
4. Schedule proper manning for operations with sufficient coverage for peak periods.
5. Maintain access security clearance procedures.
6. Maintain force protection measures.
7. Maintain a CA Sitmap.
8. Maintain continuity workbooks and journals.
9. Provide the supported commander and staff with status reports on CA forces in AO.
10. Maintain communications between CMOC elements.
11. Coordinate operations with other CMOCs (higher, lower, and adjacent).
12. Receive requests for assistance for CAO/CMO support.
13. Analyze requests for assistance for CAO/CMO support.
14. Process requests for assistance for CAO/CMO support.

15. Receive information requirements (IR).
16. Complete information requirements (IR).
17. Support civil information management operations.
18. Coordinate reach-back for technical expertise.
19. Participate in mission planning meetings, groups, and committee involving the supported staff.
20. Conduct liaison operations.
21. Develop measures of performance.
22. Develop measures of effectiveness.
23. Evaluate operations based on established MOE/MOP.
24. Ensure translators are read in at every level of CMOC planning and execution and ensure that they have the tools they need to maximize their contribution to successful execution.
25. Execute Transition Operations so that the supported unit may assume more aspects of CMO as soon as practicable.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. FM 3-05.401 Civil Affairs Tactics, Techniques, and Procedures
 3. MCRP 3-33.1A Civil Affairs Operations
 4. Unit SOP
-

CAG-CAAC-3005: Conduct Civil Information Management

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to conduct civil information management in support of a specific OPLAN/OPORD; an area assessment; an area study; international treaties, agreements, laws and regulations pertaining to the area; an FM 3-05.401 and other required references; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; Identify shortfalls in the US OPLAN/OPORD support requirements; an intelligence and tactical situation that has been determined; an established and operating CMOC; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; in the time allotted by the commanding officer and staff; all information requests from the commander and staff regarding the civil dimension are issued and all information requests about the civil dimension to the commander and staff are responded to; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Manage the flow of civil information.
2. Maintain connectivity with supported headquarters.

3. Maintain connectivity with subordinate, higher, and adjacent CA element.
4. Maintain connectivity with Army and Joint military units in the AO.
5. Maintain connectivity with IGOs, NGOs, and other appropriate agencies in the AO.
6. Synchronize the collection and consolidation of civil information.
7. Conduct initial analysis of information received from subordinate, higher, and adjacent CA elements to ascertain completeness and currency.
8. Analyze the information to identify source, accuracy, validity, reliability and undesired or desired effects on the mission objective(s).
9. Analyze the credibility of the sources of information.
10. Analyze the accuracy of situation reports.
11. Analyze the reliability of information.
12. Analyze the validity of information.
13. Identify mission effects on the civil dimension.
14. Collect data from other sources.
15. Determine the criticality and urgency of the information for decision making.
16. Filter information for intelligence value.
17. Redirect information with intelligence value to appropriate intelligence channels.
18. Produce civil information products.
19. Disseminate civil information products.
20. Develop releasable data and updates to IGOs, NGOs, and other appropriate agencies in the AO.
21. Assist in the development and integration of the supported Commander's COP.
22. Assist in interagency, IGO, NGO, and IPI coordination.
23. Update daily journal with information and disposition.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3006: Conduct Civil Reconnaissance within AO

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given the requirement to conduct a civil reconnaissance patrol to gather information, while occupying an assembly area, base camp or CMOC; all organic personnel and equipment; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; in accordance with the commander's intent, tactical standard operating procedure and the OPORD; while complying with the rules of engagement (ROE), mission instructions, higher

headquarters order, other special orders, and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Conduct TLP.
2. Obtain priority information requirements (PIRs) and information requirements (IR) from the S/G-2, and the Ops/Intel section of the CMOC.
3. Develop a reconnaissance plan.
4. Identify likely sources of information.
5. Identify location of source.
6. Identify status/position of source within the community.
7. Coordinate with other elements in the AO for current information.
8. Conduct a map or digital route reconnaissance.
9. Write concept of operations.
10. Submit concept of operations.
11. Coordinate with supported element.
12. Request force protection for the mission (if required).
13. Request interpreter support for mission (if required).
14. Provide reconnaissance plan to supported element as required.
15. Prepare for interview(s) with source(s).
16. Prepare questions to satisfy the mission objectives.
17. Rehearse with interpreter.
18. Determine an appropriate method for recording information obtained from source.
19. Conduct the reconnaissance mission.
20. Record observations using digital or non-digital imagery.
21. Record notes on conversations (other than target interview).
22. Report findings to the appropriate elements.
23. Conduct an After Action Review of the mission.
24. Enter essential data in daily journal.
25. Complete SODARS report (if required).

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3007: Conduct Civilian Supply Support

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to provide civilian supply support in the AO in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission

instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.
2. Determine the limits of authority and liability established by U.S. and international laws, regulations and international treaties and agreements.
3. Review the area study, laws, international agreements, and other data sources for all issues relating to civilian supply systems.
4. Conduct an area assessment of the civilian supply system using METT-TC or ASCOPE.
5. Assess the ability of the civilian supply systems to provide support to both the military and civilian sectors.
6. Identify the scope, capabilities and effectiveness of local to National Government supply agencies, organizations, and systems.
7. Identify international organizations, nongovernmental organizations, FN agencies, and other nonmilitary organizations involved in storage and distribution system.
8. Identify key personnel in the organizations and agencies.
9. Assess the activities of these agencies in relations to Commander's mission objectives.
10. Identify the organization, scope, and capacity of the civilian supply system including transportation, storage, processing, and distribution systems.
11. Identify policies and procedures for use or acquisition of local supplies and property to support military operations.
12. Identify HN governmental regulations and enforcement of laws and policies addressing the civilian supply system.
13. Determine use of governmental controls and programs including rationing, price controls, weapons buy back programs, black market prevention measures, confiscation, seizure, requisition, control and destruction.
14. Determine the processing and distribution system of natural resources.
15. Determine the customs and duties regulations and enforcement, as required.
16. Assess the distribution channels for food, clothing, and essential durable products.
17. Assess the storage, refrigeration, and processing facilities.
18. Assess the government and civilian transportation networks and capabilities.
19. Establish liaison with Country Team, IGOs, NGOs, IPIs, and OGAs, host nation's food and agricultural agencies and organizations.
20. Develop a strategy to support the HN civilian supply support.
21. Coordinate with technical experts to assist HN government officials in storage and distribution systems and regulations.
22. Assist as required in obtaining functional specialist support.
23. Assist in the planning, coordination, and integration of U.S. military, HN, OGA, IGO, and private sector storage and distribution networks.
24. Provide guidance to improve HN government policies and regulations on storage and distribution systems.

25. Develop tracking and notification program to identify current and projected distribution requirements.
26. Provide guidance to improve processing and distribution efficiencies.
27. Establish an accounting system for importing and exporting supplies and equipment, as required.
28. Determine mutual, overlapping, and collective supply requirements.
29. Construct a cataloging system for resource inventories, storage, and distribution capability, as required.
30. Develop a documentation system to register host nation support requests, actions taken, and actions completed.
31. Advise contractors, contracting agents, and purchasing agents on HN civilian supply and distribution systems.
32. Develop a process to identify current and projected changes in the processing, shortages and distribution systems.
33. Develop MOEs.
34. Develop MOPs.
35. Develop a transition plan.
36. Obtain plan approval.
37. Implement approved plan.
38. Enter essential data in daily journal.
39. Execute Transition Operations so that civilian suppliers may resume supply responsibilities as soon as practicable.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3008: Conduct Disaster Relief Support Operations

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an area that has experienced a disaster, an order to conduct disaster relief in support of a specific OPLAN/OPORD; a US Country Team and US Ambassador in country; a Class A Pay Agent and a Purchasing Officer, MCPP that has been conducted and available for review; an established and operating CMOC; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, relief goods are delivered without waste, theft or graft; appropriate coordination with the Country Team and other IGOs, NGOs, IPIs and host nation's governmental and public organizations is made; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.

2. Identify the immediate role(s) for military support.
3. Prioritize immediate role(s) for military support.
4. Conduct an area assessment.
5. Identify the immediate emergency relief effort required in the AO.
6. Identify private and government disaster relief organizations working the AO.
7. Identify the capabilities of existing programs in the AO.
8. Identify relief supplies stockage in the AO.
9. Identify other military units and their capabilities and limitations in the AO.
10. Identify airport(s) and capabilities for international humanitarian supply support.
11. Develop a strategy to satisfy mission objectives in the short-term and the long-term.
12. Ensure specified locations are added to the protected target list (if appropriate).
13. Identify contaminated areas and threat.
14. Develop a timeline or milestones for program implementation.
15. Identify specific material requirements.
16. Identify space allocation requirements (if necessary).
17. Implement procedures for a Request for Forces (RFF) for functional specialists, if required.
18. Identify security requirements.
19. Consider cultural restrictions/prohibitions when developing the strategy.
20. Comply with all funding rules and regulations.
21. Develop Measures of Effectiveness (MOE) for the program.
22. Develop Measures of Performance (MOP) for the program.
23. Develop a transition plan for the program.
24. Develop a nomination list of programs to meet
25. Establish liaison with appropriate IGOs, NGOs, IPIs, and host nations governmental and private organizations.
26. Identify the requirement for meetings.
27. Develop a tracking system.
28. Record a tracking system.
29. Prepare a continuity folder/book.
30. Identify immediate safety requirements for civilian personnel and resources.
31. Identify and improve upon both internal and external communication nodes throughout the relief effort in order to communicate better to the local populace.
32. Advise the supported commander/leader regarding appropriate disaster relief measures.
33. Element integrates CA/CMO plans with the supported element plan.
34. Evaluate operation based on established MOE/MOP.
35. Enter essential data in daily journal.
36. Transition operations to appropriate authorities.

REFERENCES :

1. AUDIOVISUAL PRODUCTS #710578 Dislocated Civilian Operations
 2. FM 3-05.40 Civil Affairs Operations
 3. FM 3-05.401 Civil Affairs Tactics, Techniques, and Procedures
 4. MCRP 3-33.1A Civil Affairs Operations
 5. Unit SOP
-

CAG-CAAC-3009: Conduct Dislocated Civilian Support Operations

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to conduct dislocated civilian operations in support of a specific OPLAN/OPORD; an area assessment; an area study; international treaties, agreements, laws and regulations pertaining to the area; an FM 3-05.401 and other required references; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; Identify shortfalls in the US OPLAN/OPORD support requirements; an intelligence and tactical situation that has been determined; an established and operating CMOC; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that no civilians interfere with military operations and all dislocated civilians have access to hygienic, sanitary camps, so there are no diseased civilians and no disease is spread from the dislocated civilians to the military or wider civilian population.

EVENT COMPONENTS:

1. Conduct the MCPP.
2. Participates in the MCPP.
3. Conduct an area assessment.
4. Identify routes used by the Civilian Populace.
5. Identify routes used for transportation of resources to and from the AO.
6. Identify routes that require DC removal for military/official use.
7. Identify potential collection points, if required.
8. Identify existing programs for DC in the AO.
9. Identify IPIs, IGOs, NGOs, and OGAs, host nation's governmental and public organizations working in the AO.
10. Identify capabilities/capacity of existing programs to further US/coalition mission objectives.
11. Identify limitations of existing programs in meeting the mission objectives.
12. Identify any immediate health hazards that may impact on military operations (including personnel).
13. Determine the status of the DCs in regards to immediate food, water and safety requirements.
14. Determine approximate numbers of dislocated civilians.
15. Identify potential/real hazards to military operations caused by DC interference.
16. Identify potential/real hazards to the civilian populace from military operations.
17. Identify potential areas to locate DC camps (including alternatives).
18. Properly classify DC types (i.e., refugee, evacuee, internally displaced person, etc).
19. Advise the supported element commander/leader of potential/real hazards regarding DC issues
20. Establish liaison with appropriate US military units, IPIs, NGOs, IGOs,

- and host nation's governmental and public organizations.
21. Develop a strategy to isolate/relocate DCs IAW laws and regulations.
 22. Identify appropriate routing for movement of DCs which do not interfere with or minimize interference with military operations.
 23. Identify appropriate locations to establish camps.
 24. Establish an identification system for the DCs.
 25. Identify security measures required to protect/isolate DC and other personnel.
 26. Identify food and water requirements.
 27. Identify appropriate sanitation requirements for the DC camps.
 28. Identify adequate shelter requirements for all DCs in the camp(s).
 29. Establish a means for communicating with the DCs.
 30. Identify required functional specialists to accomplish the mission objectives.
 31. Determine the requirement for other CAO/CMO programs in the AO.
 32. Develop Measures of Effectiveness MOE.
 33. Develop Measures of Performance (MOP).
 34. Develop transition plan.
 35. Obtain program approval IAW SOP.
 36. Evaluate operation based on MOE/MOP.
 37. Enter essential data in daily journal.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3010: Conduct Foreign Humanitarian Assistance

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to coordinate foreign humanitarian assistance in support of a specific OPLAN/OPORD; an area assessment; an area study; international treaties, agreements, laws and regulations pertaining to the area; an FM 3-05.401 and other required references; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; identified shortfalls in the US OPLAN/OPORD support requirements; an intelligence and tactical situation that has been determined; an established and operating CMOC; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that an area assessment is conducted; existing programs and the effectiveness of the programs to achieve national objectives are identified; a strategy to satisfy stated mission objectives in the OPLAN/OPORD is developed; following appropriate coordination with the US military, Country Team and other IGOs, NGOs, IPIs and host nation's governmental and public organizations; while complying with the rules of engagement (ROE), mission

instructions, higher headquarters order, and other special orders and treating local inhabitants with respect.

EVENT COMPONENTS:

1. Review MCPP.
2. Conduct an area assessment.
3. Identify IGOs, NGOs, IPIs, OGAs, and host nation governmental and private organizations working in the AO.
4. Identify current operations of each organization working in the AO.
5. Identify capabilities of the organizations.
6. Identify the limitations of the organizations.
7. Determined shortfalls in existing programs capabilities for furthering the mission objectives.
8. Identify actual or potential conflicts in regards to current or future mission objectives.
9. Identify the type(s) of operation(s) required to meet mission objectives.
10. Determined the requirements for functional specialists in the AO.
11. Determined gathering areas for IPIs and route congestions that may impede mission objectives.
12. Establish liaison with DOS, Country Team, IGOs, NGOs, IPIs, and host nations' governmental and public organizations.
13. Establish liaison with PSYOP, IO, and PAO personnel for public information support.
14. Develop a nomination list of programs/projects.
15. Determine the feasibility of each program/project on the nomination list.
16. Determine the ability of the HN to support the program in the absence of US/coalition presence.
17. Compare the cost effectiveness of each program in terms of benefit in achieving US mission objectives and the benefit to the HN.
18. Choose a program for implementation based on the outcome of the feasibility study.
19. Develop a strategy to satisfy mission objectives.
20. Develop a timeline or milestones for program implementation.
21. Identify labor requirements (military and civilian).
22. Identify specific materiel requirements.
23. Determine transportation requirements for resources and/or personnel.
24. Identify space allocation requirements.
25. Identify appropriate operational funding for the program.
26. Develop Measures of Effectiveness (MOE).
27. Develop Measures of Performance (MOP).
28. Develop transition plan.
29. Obtain approval of the program.
30. Evaluate operation based on established MOE/MOP.
31. Enter essential data in daily journal.
32. Transition project to civil authorities or other agency.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3011: Conduct Foreign Nation Support

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to coordinate foreign nation support (FNS) in support of a specific OPLAN/OPORD; an area assessment; an area study; international treaties, agreements, laws and regulations pertaining to the area; an FM 3-05.401 and other required references; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; identified shortfalls in the US OPLAN/OPORD support requirements; an intelligence and tactical situation that has been determined; an established and operating CMOC; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all Foreign Nation resources available in the AO are identified; strategies to procure, transport and store resources for US military use are developed; FN civilian government officials have been coordinated with; a determination is made regarding the capability of the FN to sustain US mission requirements in accordance with the stated objectives in the OPLAN/OPORD; while complying with rules of engagement (ROE), mission instructions, higher headquarters orders, other special orders and while treating local inhabitants with respect.

EVENT COMPONENTS:

1. Review MCPP.
2. Review FNS support agreement, if any.
3. Develop a plan to obtain FN resources.
4. Conduct an area assessment.
5. Advise US officials on legal and cultural requirements on FNS acquisition.
6. Establish liaison with the supported element, IGO, NGOs, IPIs, OGAs, host nation's governmental and public organizations, and local key personnel.
7. Identify available resources within the Foreign Nation (FN) which can support the US military efforts.
8. Identify the location and availability of specified resources using the area assessment and other available resources.
9. Assess the positive and negative impacts of US acquisition of FNS on the civilian economy.
10. Identify the coordination requirements (such as G4/G1/US Country Team)
11. Identify appropriate FN civilian government officials as required.
12. Establish liaison with FN civilian government officials as required.
13. Develop strategies for procuring resources (supplies, materiel, and labor, including interpreters) within the FN.
14. Identify necessary security requirements for storage and transportation of resources.
15. Coordinate the acquisition of FNS
16. Determine FN sustainment capability.
17. Compare US requirements with available FN resources using the OPLAN or OPORD, the area study, the assessment and other resources as required.
18. Integrate CA/CMO plans with the supported element plan.
19. Conduct liaison with staff elements of the supported element.
20. Synchronize plans with supported unit and the FN.
21. Assist with the coordination of US and FN transportation of FN resources.
22. Evaluate operations based on established MOE/MOP.

23. Enter essential data in daily journal.
24. Transition operations to appropriate authorities.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
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CAG-CAAC-3012: Conduct Governance Support Operations

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to conduct governance support operations in the AO in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review MCPP.
2. Conduct an area assessment.
3. Identify laws and treaties governing US presence in the AO.
4. Identify the capabilities and effectiveness of public safety systems to support government administration.
5. Determine the capabilities and effectiveness of the HN public administration system.
6. Identify the cultural impacts on public administration and legal systems.
7. Identify the critical requirement(s) for an interim public safety and legal system.
8. Identify key personnel in the FN government/leadership impacting an interim legal system.
9. Identify any immediate legal actions required to stabilize the local area.
10. Analyze the political relationships between the different factions of the populace.
11. Develop a strategy to satisfy mission objectives in the short-term and the long-term.
12. Ensure specified locations are added to the protected target list (if

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- appropriate).
13. Provide for reestablishing routine public safety functions, such as controlling the population, crime prevention, investigating crimes, and arresting criminals.
 14. Establish a HN civil and criminal legal system that complies with international human rights standards.
 15. Provide for an effective corrections system that complies with international legal standards.
 16. Establish government administration and services.
 17. Develop a timeline or milestones for program implementation.
 18. Implement procedures for a Request for Forces (RFF) for functional specialists, if required.
 19. Identify security requirements.
 20. Coordinate with Rule of Law Section to synchronize court and legal system support.
 21. Consider cultural restrictions/prohibitions when developing the strategy.
 22. Comply with all funding rules and regulations.
 23. Develop Measures of Effectiveness (MOE) for the program.
 24. Develop Measures of Performance (MOP) for the program.
 25. Develop a transition plan for the program.
 26. Coordinate with Department of State (DOS) regarding plans for interim governmental system.
 27. Coordinate with DOS for long-term strategies for developing/restructuring the governmental system.
 28. Evaluate operation based on established MOE/MOP.
 29. Integrate CA/CMO plans with the supported element plan.
 30. Assist with negotiations functions with local leaders/key communicators.
 31. Enter essential data in daily journal.
 32. Transition operations to appropriate authorities.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3013: Conduct Humanitarian and Civic Assistance Operations

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to conduct humanitarian and civic assistance operations in support of a specific OPLAN/OPORD; an area assessment; an area study; international treaties, agreements, laws and regulations pertaining to the area; an FM 3-05.401 and other required references; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; Identify shortfalls in the US OPLAN/OPORD support requirements; an intelligence and tactical situation that has been determined; an established and operating CMOC; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; the operation can be sustained by the HN, all coordination with the Country Team and other IGOs, NGOs, IPIs and host nation's governmental and public organizations is complete; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.
2. Ensure mission complies with HCA regulations, laws and directives.
3. Conduct an area assessment using METT-TC.
4. Identify IGOs, NGOs, IPIs, OGAs and host nation's governmental and private organizations working in the AO.
5. Identify local leaders/key communicators.
6. Identify the current operations of each organization working in the AO.
7. Assess the condition of basic public facilities.
8. Assess the condition of basic sanitation and water sources.
9. Assess the condition of surface transportation systems.
10. Assess the medical, dental, and veterinary care capabilities and limitations.
11. Identify shortfalls in existing programs capabilities for furthering the mission objectives.
12. Identify actual or potential cultural conflicts in regards to current or future mission objectives.
13. Establish liaison with Country Team, IGOs, NGOs, IPIs, OGAs, and host nation's governmental and private organizations.
14. Determine the roles, responsibilities and authority of each POC.
15. Obtain point of contact (POC) information for each organization.
16. Develop a nomination list of programs.
17. Determine the feasibility of each program on the nomination list.
18. Determine the ability of the HN to support the program in the absence of US/coalition presence.
19. Compare the cost effectiveness of each program in terms of benefit in achieving US mission objectives and the benefit to the HN.
20. Choose a program for implementation based on the outcome of the feasibility study.
21. Develop a strategy to satisfy mission
22. Develop a timeline or milestones for program implementation.
23. Identify required functional specialists.
24. Request required functional specialists.
25. Identify labor requirements (military and civilian).
26. Identify specific materiel requirements.
27. Identify space allocation requirements.
28. Develop measures of effectiveness (MOE).
29. Develop measures of performance (MOP).
30. Identify security requirements, if any.
31. Develop a transition plan for the program.
32. Obtain approval for the plan.
33. Evaluate operation based on established MOE/MOP.
34. Enter essential data in daily journal.
35. Transition operations to appropriate authorities.

REFERENCE:

1. Unit SOP
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CAG-CAAC-3014: Conduct Nation Assistance (NA)

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to conduct nation support in support of a specific OPLAN/OPORD; an area assessment; an area study; international treaties, agreements, laws and regulations pertaining to the area; an FM 3-05.401 and other required references; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; Identify shortfalls in the US OPLAN/OPORD support requirements; an intelligence and tactical situation that has been determined; an established and operating CMOC; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that an area assessment is conducted; the mission is determined; the existing programs are identified; the effectiveness of programs to achieve national objectives is determined; a strategy to satisfy stated mission objectives in the OPLAN/OPORD is developed; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.
2. Determine the limits of authority and liability established by U.S. and international laws, regulations and international treaties and agreements.
3. Determine the focus of the supported unit's mission as Security Assistance, Foreign Internal Defense, or Military-Civic Action.
4. Review the mission analysis.
5. Determine the type of NA mission: Security Assistance, Foreign Internal Defense or Military-Civic Actions Operations.
6. Conduct an area assessment of the AO using METT-T.
7. Identify the lead and supporting organization or agency and their responsibilities supporting the NA project.
8. Assess the capabilities and effectiveness of the HN government.
9. Assess the structure and capabilities of IGOs, NGOs, IPIs, and OGA organizations.
10. Establish liaison with IGOs, NGOs, IPIs, and OGAs, host nation's governmental and public organizations.
11. Develop a strategy to support the HN Nation Assistance operations.
12. Recommend a strategy to support the HN Nation Assistance operations.
13. Plan for technical experts to support the Nation Assistance operations.
14. Identify NA project nominations.
15. Validate NA project nominations.
16. Evaluate NA project nominations.
17. Synchronize NA projects with other programs, military and civilian.
18. Advise in the execution of NA projects.
19. Assist in the execution of NA projects.
20. Tracked costs associated with execution of NA projects.
21. Perform quality control assessments of NA operations and costs.

22. Develop MOEs.
23. Develop MOPs.
24. Develop a transition plan.
25. Obtain plan approval.
26. Provide support to lead agency in NA.
27. Advise support for the particular type of NA mission: Security Assistance, Foreign Internal Defense, or Military-Civic Action.
28. Assist support for the particular type of NA mission: Security Assistance, Foreign Internal Defense, or Military-Civic Action.
29. Coordinate support for the particular type of NA mission: Security Assistance, Foreign Internal Defense, or Military-Civic Action.
30. Coordinate for technical experts to support Nation Assistance operations.
31. Advise in the execution of NA projects.
32. Assist in the execution of NA projects.
33. Perform quality control assessments of NA operations and costs.
34. Tracked costs associated with execution of NA projects.
35. Enter data in daily journal.
36. Execute transition plan as soon as practicable.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3015: Conduct Support to Civil Administration (SCA) in a friendly environment

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to coordinate foreign nation support (FNS) in support of a specific OPLAN/OPORD; an area assessment; an area study; international treaties, agreements, laws and regulations pertaining to the area; an FM 3-05.401 and other required references; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; identified shortfalls in the US OPLAN/OPORD support requirements; an intelligence and tactical situation that has been determined; an established and operating CMOC; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that an area assessment is complete; existing programs and the effectiveness of the programs to achieve national objectives and developed a strategy to satisfy stated mission objectives in the OPLAN/OPORD are identified; appropriate coordination with the US military, Country Team and other IGOs, NGOs, IPIs and host nation's governmental and public organizations is made; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, other special orders, while treating local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.
2. Determine if operational area is friendly or occupied.
3. Determine the limits of authority and liability established by US and international laws, treaties and agreements.
4. Conduct an Area Assessment.
5. Establish liaison with IGOs, NGOs, IPIs, OGAs, and host nation's governmental and public organizations.
6. Develop a strategy to support achieving the mission objectives in a friendly environment.
7. Recommend a strategy to support achieving the mission objectives in a friendly environment.
8. Plan for the construction or renovation of appropriate facilities, as required.
9. Plan for Populace and Resources Control Operations, as required.
10. Plan for Public Health Services Support, as required.
11. Plan for Dislocated Civilian Operations, as required.
12. Plan for technical assistance operations support, as required.
13. Plan for governance support, as required.
14. Plan for rule of law support, as required.
15. Identify resources available to support the plan.
16. Identify the location and availability of raw resources.
17. Identify the availability of experts.
18. Coordinate with the resource provider(s).
19. Develop Measures of Effectiveness (MOE).
20. Develop Measures of Performance (MOP).
21. Develop a transition plan.
22. Advise the supported Commander/Country Team of potential/real hazards regarding the civilian populace and resource issues.
23. Obtain program approval IAW policy directives and SOP.
24. Assist in the arbitration of issues arising from the execution of support to civil administration operations and costs.
25. Perform quality control assessments of support to civil administration operations and costs.
26. Evaluate operations based on MOE/MOP.
27. Enter essential data in daily journal.
28. Execute Transition and accompanying Information Operations to leverage media coverage of the successful effort, as appropriate, in order to build local and world opinion, as needed, to support the mission.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3016: Conduct Support to Civil Administration (SCA) in occupied territory

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to coordinate foreign nation support (FNS) in support of a specific OPLAN/OPORD; an area assessment; an area study;

international treaties, agreements, laws and regulations pertaining to the area; an FM 3-05.401 and other required references; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; identified shortfalls in the US OPLAN/OPORD support requirements; an intelligence and tactical situation that has been determined; an established and operating CMOC; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that an area assessment is complete; existing programs and the effectiveness of the programs to achieve national objectives and developed a strategy to satisfy stated mission objectives in the OPLAN/OPORD are identified; appropriate coordination with the US military, Country Team and other IGOs, NGOs, IPIs and host nation's governmental and public organizations is made; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, other special orders, while treating local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.
2. Determine if operational area is friendly or occupied.
3. Transition operations to appropriate authorities.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3017: Coordinate Humanitarian Assistance (HA)

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: HA encompasses short-range programs alleviating human suffering. HA is usually conducted in response to natural or man-made disasters, including combat; which may take the form of disaster relief or refugee assistance. HA is designed to supplement or complement the efforts of host-nation civil authorities or agencies, which have primary responsibility for providing relief.

CONDITION: Given a population of suffering humans, and host nation civil authorities or agencies, which have primary responsibility for providing relief.

STANDARD: So that a successful HA is planned and conducted; relief programs and goods delivered and human suffering is mitigated or prevented; appropriate coordination with the Country Team and other IGOs, NGOs, IPIs, and host nation's governmental and public organizations is conducted, while complying

with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review MCPP
2. Identify the immediate role(s) for military support.
3. Prioritize immediate role(s) for military support.
4. Participate in interagency assessment, planning, and synchronizing of HA operations.
5. Identify, validate, or evaluate HN and international community resources designated for use in HA operations.
6. Participate in the execution of selected HA activities, as needed, or directed.
7. Track costs associated with the execution of HA.
8. As applicable, perform quality control assessments of HA activities and costs.
9. As applicable, assist in arbitration of problems arising from the execution of HA operations.
10. Plan transition of HA operation to appropriate organization.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. FM 3-05.401 Civil Affairs Tactics, Techniques, and Procedures
3. Unit SOP

CAG-CAAC-3018: Coordinate for Foreign Nation Support (FNS)

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 1 month

DESCRIPTION: The identification, coordination, and acquisition of FN resources -- such as supplies, materiel, and labor -- to support U.S. forces and operations. Host nation support (HNS) is provided by a friendly country for U.S. military operations conducted within its borders, based on mutually concluded agreements.

CONDITION: Given a requirement for supplies, materiel, and labor for US forces operating in a friendly country.

STANDARD: So that successful FNS is planned and conducted; relief programs and goods delivered and human suffering is mitigated or prevented; appropriate coordination with the Country Team and other IGOs, NGOs, IPIs, and host nation's governmental and public organizations is conducted, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders.

EVENT COMPONENTS:

1. Review MCPP
2. Identify the immediate role(s) for military support.
3. Prioritize immediate role(s) for military support.
4. Identify or validate sources of FNS to include: a. Destruction. b.

- Confiscation. c. Seizure. d. Requisition. e. Control.
5. Consult, enforce, or monitor existing FNS agreements.
 6. Assist in the agreement process where no FNS agreements currently exist or modification is needed.
 7. Track cost associated with use of FNS assets.
 8. Perform quality-control assessments of FNS products, services, and associated costs.
 9. Assist in the arbitration of problems arising from the use or misuse of FNS.
 10. Plan transitions any FNS to appropriate organization.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. FM 3-05.401 Civil Affairs Tactics, Techniques, and Procedures
 3. Unit SOP
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CAG-CAAC-3019: Establish Civil-Military Operations Center (CMOC)

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given FM 305.40, FM 3-05.401, SOPs and all organic equipment; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; all coordination with the Country Team and other IGOs, NGOs, IPIs and host nation's governmental and public organizations is complete; there is no breach in security; operating hours and security requirements are promulgated to all who would enter within the time allotted by METT-T; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Identify an appropriate location for the CMOC.
2. Establish a CMOC facility.
3. Identify other agencies that require workspace within the CMOC, including NGOs, IGOs, IPIs, OGAs, and private sector.
4. Determine their space requirements.
5. Determine their power requirements.
6. Determine their communications requirements.
7. Determine resource requirements to establish the CMOC.
8. Coordinate with supported element to obtain space allocation, power sources, and network connectivity, and satellite and phone connections.
9. Establish journals, workbooks, status boards, map boards, charts and graphs required to manage CAO/CMO operations.
10. Establish reach-back connectivity with CONUS installations and units.
11. Implement security measures to protect the force and the CMOC operations.

12. Establish operations SOP.
13. Establish access rosters.
14. Establish duty roster.
15. Establish tasking information exchange procedures.
16. Establish emergency operations procedures.
17. Establish health and welfare procedures.
18. Publicize the location, purpose and operating hours of the CMOC.
19. Execute Transition and accompanying Information Operations to leverage media coverage of the successful effort, as appropriate, in order to build local and world opinion, as needed, to support the mission.

REFERENCES:

1. FM 3-05.401 Civil Affairs Tactics, Techniques, and Procedures
 2. Unit SOP
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CAG-CAAC-3020: Integrate Civil Information into the Supported element COP

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Receive civil information from subordinate, higher, and adjacent CA elements.
2. Study Common Operating Picture (COP) to identify areas of concern.
3. Identify location of friendly and threat activities.
4. Identify potential impact of military operations on the host nation civilian populace.
5. Identify potential impact of indigenous populations and institutions on military operations.
6. Disseminate validated information to appropriate elements.
7. Disseminate information to the proper authority
8. Classify information according to its sensitivity.

9. Coordinate information with appropriate staff element.
10. Identify supported staff element's specified and implied missions.
11. Identify issues relating to other supported staff element's missions.
12. Enter validated critical information into the central database.
13. Enter essential data in the daily journal.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3021: Provide Arts, Monuments and Archives Support

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.
2. Conduct an Area Assessment.
3. Locate cultural structures, collection of art treasures, repositories, collections of archives, and records from official lists and intelligence reports received.
4. Identify superintendents, directors, custodians, and other specialist personnel.
5. Draft inspection report with initial estimates and condition reports.
6. Prepare a list and map overlay of cultural properties.
7. Develop a Protected Target List for submission to the supported targeting element.
8. Submit a Protected Target List for submission to the supported targeting element.
9. Develop a strategy for protecting arts, monuments, and archives.
10. Determine technical expert requirements to assist in protecting arts, monuments, and archives

11. Establish a timeline to conduct required protective activities and obtain required technical experts.
12. Establish a prioritized list for area protection.
13. Identify locations in imminent danger of destruction.
14. Identify locations in imminent danger of looting.
15. Establish a systematic method of implementing protective measures.
16. Establish procedures for documenting property.
17. Establish loss claim procedures.
18. Develop measures of effectiveness (MOE).
19. Develop measures of performance (MOP).
20. Develop a transition plan.
21. Conduct liaison with appropriate superintendents, directors, custodians, and other specialist personnel.
22. Develop property control plan.
23. Advise unit commanders regarding military use of cultural structures, if being used or may be used for military operations.
24. Post notices on protected property.
25. Post notices of POC(s) to protected property.
26. Inventory protected property.
27. Maintain tracking documentation of inventoried property.
28. Plan for immediate action in the event of disaster.
29. Assist authorities in handling and proper cleaning of the property (if possible).
30. Assist construction experts in the inspection damaged structures.
31. Mitigate any hazardous conditions (mines, booby traps, fire hazard, chemicals, etc)
32. Move items to secure area to prevent theft or further damage.
33. Identify measures to protect property from further damage if unmovable.
34. Inform local staff of conditions on actions occurring at site(s).
35. Assist in the security of property from squatters, DCs, vandals, theft, enemy, etc.
36. Keep property dry (tarps, temporary roofing, etc).
37. Transport properly (wet items separated from dry, proper packing materials used, etc).
38. Document property.
39. Photograph property.
40. Sketch property.
41. Identify type of property (art, religious site etc).
42. Identify type of material the property is made of (canvas,
43. Measure property (as required).
44. Note title or subject of property (painting name, City Mosque, etc).
45. Note any inscriptions or markings (etching, makers mark, dates, etc).
46. Note any damage to the property (blast, water, wind, vandalism, etc).
47. Note coordinates of property.
48. Log information in journal.
49. Draft inspection report with initial estimates and condition reports.
50. Prepare a list of cultural properties.
51. Prepare a map overlay of cultural properties.
52. Enter essential data in daily journal.
53. Conduct transition operations.

REFERENCES :

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
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CAG-CAAC-3022: Provide Economic Stability Assistance

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to Provide Economic Stability Assistance in the AO in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review MCPP.
2. Review international laws, regulations, treaties and NATO agreements.
3. Conduct an area assessment.
4. Identify IGOs, NGOs, IPIs, OGAs, and host nation's governmental and public organizations working in the AO.
5. Determine capabilities of each organization to further mission objectives.
6. Determine limitations of each organization in furthering mission objectives.
7. Identify points of contact (POCs) for each organization.
8. Identify the authority, roles and responsibilities of the POCs.
9. Identify key leaders/communicators in the AO and their sphere of influence.
10. Identify existing commercial enterprises and the current economic status of those entities.
11. Determine if production is controlled by the government or civilians.
12. Identify the locations and availability of raw materials.
13. Identify the means of production, distribution and marketing channels.
14. Determine the current availability of resources for the civilian population.
15. Identify current black marketing strategies and the impact on the civilian populace and the political environment.
16. Determine the distribution of income ranges between highest and lowest.
17. Identify cultural impact on commercial and government business activities.
18. Determine the need for rationing of goods and services.
19. Identify immediate control of resources issues.
20. Determine security requirements for stored surplus.
21. Determine security requirements for financial institutions.

22. Determine the potential for looting or other illicit activities that may hamper the economy.
23. Determine immediate requirements for protection of government documents.
24. Evaluate HN/FN public finance and budgetary system.
25. Assess the taxation and revenue production system.
26. Assess the treasury and central banking operations.
27. Evaluate the effectiveness of monetary and fiscal policies of the HN/FN.
28. Evaluate the commercial banking and industrial banking practices.
29. Establish priority of actions based on situational awareness, directives, and higher HQ guidance.
30. Develop a nomination list of programs.
31. Determine the feasibility of each program on the nomination list.
32. Determine the ability of the HN/FN to support the program in the absence of US/coalition presence.
33. Compare the cost effectiveness of each program in terms of benefit in achieving US mission objectives and the benefit to the HN/FN.
34. Choose a program for implementation based on the feasibility study.
35. Establish liaison with appropriate IGOs, NGOs, IPIs, OGAs, and host nation's governmental and private organizations.
36. Develop a strategy to satisfy mission objectives.
37. Develop a timeline or milestones for program implementation.
38. Identify labor requirements (military and civilian)
39. Determine methods for evaluating personnel qualifications.
40. Determine a method for security screening of personnel.
41. Identify specific materiel requirements (if any).
42. Identify space allocation requirements.
43. Develop Measures of Effectiveness (MOE) for the program.
44. Develop Measures of Performance (MOP).
45. Identify security requirements.
46. Comply with all funding rules and regulations.
47. Develop a transition plan for the program.
48. Obtain program approval.
49. Coordinate with other US/coalition military personnel for operation synchronization.
50. Evaluate operation based on established MOE/MOP.
51. Enter essential data in daily journal.
52. Transition operations to appropriate authorities.
53. Coordinate with other US/coalition military personnel for operation synchronization.
54. Evaluate operation based on established MOE/MOP.
55. Enter essential data in daily journal.
56. Transition operations to appropriate authorities.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3023: Provide Environmental Management Support

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to Provide Environmental Management Support in the AO in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.
2. Conduct an Area Assessment.
3. Identify emergency environmental and pollution issues in the AO.
4. Identify the capabilities of the environmental and pollution control systems in the AO.
5. Identify private and government environmental management organizations working the AO.
6. Identify the capabilities of existing programs in the AO.
7. Develop a nomination list of programs to meet environmental management compliance objectives.
8. Determine the feasibility of each environmental program on the nomination list.
9. Compare the cost effectiveness of each program in terms of accomplishing the mission objective and the benefit to the host nation.
10. Determine which projects can be funded, and what funding is available.
11. Determine the HN/FN capability for sustaining the program upon transition.
12. Choose a program for implementation based on the feasibility study.
13. Establish liaison with IPIs, IGOs, NGOs, OGAs, and host nation's governmental and public environmental management organizations.
14. Develop a strategy to satisfy mission objectives in the short-term and the long-term.
15. Ensure specified locations are added to the protected target list (if appropriate)
16. Identify contaminated areas and threat.
17. Develop a timeline or milestones for program implementation.
18. Identify specific material requirements.
19. Identify space allocation requirements (if necessary).
20. Implement procedures for a Request for Forces (RFF) for functional specialists, if required.
21. Identify security requirements.
22. Consider cultural restrictions/prohibitions when developing the strategy.
23. Comply with all funding rules and regulations.
24. Develop Measures of Effectiveness (MOE) for the program.

25. Develop Measures of Performance (MOP) for the program
26. Develop a transition plan for the program.
27. Add specified locations to the protected target list (if appropriate).
28. Provide advice and assistance to environmental management personnel in establishing technical requirements.
29. Evaluate operation based on established MOE/MOP.
30. Enter essential data in daily journal.
31. Transition operations to appropriate authorities.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
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CAG-CAAC-3024: Provide Food and Agriculture Support

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to Provide Food and Agriculture Support in the AO in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.
2. Determine the limits of authority and liability established by U.S. and international laws, regulations and international treaties and agreements.
3. Review the area study, laws, international agreements, and other data sources for all issues relating to food and agriculture use.
4. Conduct an area assessment of the public administration sectors pertaining to food and agriculture, if applicable, using METT-TC or ASCOPE.
5. Identify the scope, capabilities and effectiveness of local to National Government food and agriculture agencies and organizations.
6. Identify international organizations, nongovernmental organizations, FN agencies, and other nonmilitary organizations involved with food and agriculture issues.

7. Identify key personnel in the organizations and agencies.
8. Assess the activities of these agencies in relations to Commander's mission objectives.
9. Assess the ability of the food and agriculture systems to provide support to both the military and civilian sectors.
10. Identify the organization, scope, and capacity of the food and agriculture transportation, storage, processing, and distribution systems.
11. Identify HN governmental environmental regulations and enforcement of food and agriculture commerce.
12. Implement food and agriculture quality inspection, testing, and labeling.
13. Implement water control policies to include irrigation, food preparation, and livestock sustainment.
14. Implement disposal of sewage and waste from livestock and agriculture processing.
15. Identify the agricultural geography.
16. Identify the agricultural products and practices.
17. Assess the commercial fisheries industries, as required.
18. Assess the commercial forestry industries, as required.
19. Element develops/recommends a strategy to support the HN government food and agriculture support systems.
20. Coordinate with technical experts in food and agriculture to assist HN government officials.
21. Assist in the planning, coordination, and engineering of food and agricultural storage and distribution systems.
22. Provide guidance to improve government policies and regulations on food and agriculture systems.
23. Develop tracking and notification program to identify current and projected food and agriculture shortages.
24. Provide guidance to improve farm practices, agricultural products, and processing efficiencies.
25. Provide guidance to improve commercial fisheries industries.
26. Provide guidance to improve commercial forestry industries.
27. Determine processes to identify current and projected food and agriculture shortages.
28. Develop MOEs.
29. Develop MOPs.
30. Develop a transition plan.
31. Determine the labor, equipment, supplies, and technical expertise needed to improve food and agriculture systems.
32. Establish liaison with IGOs, NGOs, IPIs, and OGAs, host nation's food and agricultural agencies and organizations.
33. Obtain plan approval.
34. Enter data in daily journal.
35. Implement the transition plan.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3025: Provide Public Education Support

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an AO with a critical need for rehabilitation of their public education system; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review MCPP.
2. Conduct an area assessment.
3. Identify the existing private and public schools conditions and attendance rates.
4. Identify which education facilities require the most and least rehabilitation/improvement in order to achieve the objective.
5. Determine cultural impact on school administration and attendance.
6. Identify literacy rates and other societal impacts on education.
7. Identify standard education levels for the AO.
8. Identify local educators and administrators and established point of contact information.
9. Identify local leaders/key communicators for the community and established point of contact information.
10. Identify types of media in the local area.
11. Identify media agencies available for use and the condition of the facilities.
12. Identify potential local resources available to assist with programs.
13. Develop a nomination list of programs/projects.
14. Determine the feasibility of each program on the nomination list.
15. Compare the cost effectiveness of each program/project in terms of benefit in achieving US mission objectives and the benefit to the HN.
16. Determine which projects can be funded, and what funding is available.
17. Determine the HN/FN capability of sustaining the program/project upon transition.
18. Choose a program/project for implementation based on the outcome of the feasibility study.
19. Establish liaison with IGOs, NGOs, IPIs and host nation's governmental and private organization.
20. Coordinate with local education administrators, teachers and other agencies in the AO.
21. Develop a strategy to satisfy mission objectives.

22. Develop a timeline or milestones for program implementation.
23. Identify specific materiel requirements.
24. Identify space allocation requirements.
25. Identify funding availability and sources.
26. Identify security requirements.
27. Develop Measures of Effectiveness (MOE) for the program.
28. Develop Measures of Performance (MOP) for the program.
29. Consider cultural restrictions/prohibitions when developing the strategy.
30. Comply with all funding rules and regulations.
31. Develop a transition plan for the program.
32. Obtain program/project approval.
33. Coordinate with Public Affairs and Information Operations for public information support.
34. Evaluate operation based on MOE/MOP.
35. Enter essential data in the daily journal.
36. Transition operations to appropriate authorities.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3026: Provide Public Information Support

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an environment of limited contingency operations; an order or tasking to conduct and Public Information Support relating to CAO/CMO in the AO in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; within the time constraints indicated in the order; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review MCPP.
2. Conduct an area assessment.
3. Identify what media are available in the AO.

4. Identify radio stations and frequencies.
5. Identify TV broadcast stations and call signs.
6. Identify newspapers and circulation information.
7. Identify available postal assets.
8. Determine if the agencies are government controlled or independently controlled.
9. Identify ownership/management of the different media agencies.
10. Identify media agencies' political stance.
11. Identify target audiences for the agencies (if possible).
12. Identify all appropriate internet sites consistent with the intended CMO effort to provide public information support.
13. Determine the capabilities of the media agencies to support US/coalition mission objectives.
14. Determine local populace access to different types of media.
15. Determine literacy rates in the AO.
16. Develop a nomination list of programs.
17. Determine the feasibility of each program on the nomination list.
18. Compare the cost effectiveness of each program in terms of meeting the needs of the supported element mission objectives, the host nation government and the civilian populace.
19. Identify required technical expertise to rehabilitate or establish media systems in the AO.
20. Determine which projects can be funded and what funding is available.
21. Determine the host nation capability of sustaining the program upon transition.
22. Choose a program for implementation based on the outcome of the feasibility study.
23. Establish liaison with IGOs, NGOs, IPIs, and OGAs, host nation's governmental and public organizations.
24. Coordinate with Public Affairs and Information Operations (IO) assets for public information support.
25. Synchronize plans with supported elements working in the target area.
26. Coordinate with local media agency managers/owners in the AO regarding the Plan program.
27. Develop a strategy to satisfy mission objectives in the short-term and long-term.
28. Develop a timeline or milestones for program implementation.
29. Identify specific materiel requirements.
30. Identify funding availability and sources.
31. Implement Request for Forces (RFF) to obtain functional specialist support, if required.
32. Identify security requirements.
33. Develop measures of effectiveness (MOE).
34. Develop measures of performance (MOP).
35. Considered cultural restrictions/prohibitions when developing the strategy.
36. Complied with all funding rules and regulations.
37. Develop a transition plan for the program.
38. Obtain approval for the program.
39. Evaluate operations based on MOE/MOP.
40. Enter essential data in the daily journal.
41. Transition operations to appropriate authorities.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3027: Provide Public Works and Utilities Support

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to Provide Public Works and Utility Support in the AO in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Consider cultural restrictions/prohibitions when developing the strategy.
2. Develop MOEs.
3. Develop MOPs.
4. Develop a transition plan.
5. Coordinate with technical experts to assist in public works and utilities infrastructure establishment or revitalization programs.
6. Obtain plan approval.
7. Perform project management.
8. Evaluate operations based on MOE/MOP.
9. Enter data in daily journal.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3028: Provide Transportation Infrastructure Support

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to Provide Transportation Infrastructure Support in the AO in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.
2. Determine the limits of authority and liability established by U.S. and international laws, regulations and international treaties and agreements.
3. Analyze the mission guidance.
4. Determine the transportation requirement to support the commander's intent.
5. Determine the requirement for vehicular transportation.
6. Determine the requirement for air transportation.
7. Determine the requirement for water transportation.
8. Determine the requirement for pipelines.
9. Conduct an area assessment
10. Assess the capabilities and effectiveness of the HN transportation infrastructure (surface, air and water transportation).
11. Assess the capabilities and effectiveness rail transportation (tracks, rolling stock and switchyards)
12. Assess the capabilities and effectiveness vehicular transportation (vehicles, roadways, public conveyances)
13. Assess the capabilities and effectiveness water transportation (vessels, routes, ports, inland waterways)
14. Assess the capabilities and effectiveness air transportation (airfields, planes, commercial, military)
15. Assess the capabilities and effectiveness pipelines.
16. Assess the capabilities and effectiveness travel (tourism, transportation systems, and regulations).
17. Assess the transportation structure and capabilities of IGOs, NGOs, IPIs, and OGA organizations.
18. Establish liaison with Country Team, IGOs, NGOs, IPIs, OGAs, private sector, host nations governmental and public transportation systems.
19. Identify the lead and supporting organization or agency and their responsibilities supporting the transportation project.
20. Recommend a strategy to support the HN transportation infrastructure.

21. Plan for technical experts to support the transportation operations.
22. Identify transportation project.
23. Validate transportation project.
24. Evaluate transportation project.
25. Advise in the execution of transportation projects.
26. Assist in the execution of transportation projects.
27. Track costs associated with execution of transportation projects.
28. Perform quality control assessments of transportation infrastructure operations and costs.
29. Develop MOEs.
30. Develop MOPs.
31. Obtain plan approval.
32. Perform project management.
33. Provide support to transportation infrastructure.
34. Provide technical expertise, advice, and assistance in identifying and assessing HN public and commercial transportation systems, agencies, services, personnel, and resources.
35. Develop plans and provide operational oversight and supervision in rehabilitating or establishing transportation equipment, facilities, and systems.
36. Facilitate the coordination of government, commercial and private sector transportation resources for military use, for CMO, and in support of government administration.
37. Advise in establishing regulations, policies, and technical requirements for government and commercial transportation systems.
38. Assist in establishing regulations, policies, and technical requirements for government and commercial transportation systems.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3029: Support Consequence Management (CM) Operations

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an order to conduct consequence management support operations in support of a specific OPLAN/OPORD; an area assessment; an area study; international treaties, agreements, laws and regulations pertaining to the area; an FM 3-05.401 and other required references; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; Identify shortfalls in the US OPLAN/OPORD support requirements; an intelligence and tactical situation that has been determined; an established and operating CMOC; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; program effectiveness is assessed; all coordination required by the component events is accomplished, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Conduct the MCPP
2. Participate in the MCPP
3. Establish the Civil Military Operations Center (CMOC) Operations.
4. Conduct an area assessment.
5. Identify shortfalls in humanitarian assistance (HA) plans and resources (CONUS and OCONUS).
6. Establish liaison with IGOs, NGOs, IPIs, OGAs, and host nation's governmental and public organizations.
7. Establish liaison with Information Operations personnel to assist with informing the civilian populace.
8. Advise the supported Commander/Country Team of potential/real hazards regarding civilian populace and resource issues.
9. Develop a strategy to support achieving the mission objectives.
10. Recommend a strategy to support achieving the mission objectives.
11. Plan for Populace and Resources Control Operations as required.
12. Plan for Foreign Humanitarian Assistance Operations as required.
13. Plan for Civil Support Operations as required (CONUS).
14. Plan for Public Health Services Support as required.
15. Plan for Dislocated Civilian Operations as required.
16. Conducted Support to Civil Administration (SCA).
17. Develop Measures of Effectiveness (MOE).
18. Develop Measures of Performance (MOP).
19. Develop a transition plan.
20. Obtain CAO/CMO program approval.
21. Conduct liaison operations with IGOs, NGOs, IPIs, OGAs, and host nation's governmental and public organizations.
22. Performs project management.
23. Evaluate operations based on MOE/MOP.
24. Enter essential data in daily journal.
25. Transition operation to appropriate authorities.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. FM 3-05.401 Civil Affairs Tactics, Techniques, and Procedures
3. Unit SOP

CAG-CAAC-3030: Support Foreign Internal Defense (FID) Operations

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an area that requires foreign internal event in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-

05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; all coordination with the Country Team and other IGOs, NGOs, IPIs and host nation's governmental and public organizations is complete; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review MCPP.
2. Conduct an Area Assessment.
3. Identify IGOs, NGOs, IPIs, OGAs and host nation's governmental and private organizations working in the AO.
4. Identify local leaders/key communicators, and engage as appropriate.
5. Identify the current operations of each organization working in the AO.
6. Identify capabilities of the organizations.
7. Identify the limitations of the organizations.
8. Identify the actual or potential influence of the organizations on the civilian populace within the AO.
9. Identify shortfalls in existing programs capabilities for furthering the mission objectives.
10. Identify actual or potential civil center of gravity (COG) within the AO.
11. Identify actual or potential cultural conflicts in regards to current or future mission objectives.
12. Reviewed HN's internal defense and development program (IDAD).
13. Develop a nomination list of programs.
14. Determine the feasibility of each program on the nomination list.
15. Determine the ability of the HN to support the program in the absence of US/coalition presence.
16. Compare the cost effectiveness of each program in terms of benefit in achieving US mission objectives and the benefit to the HN.
17. Establish liaison with Country Team and/or appropriate IGOs, NGOs, IPIs and host nation's governmental and private organizations.
18. Choose a program for implementation based on the outcome of the feasibility study.
19. Develop a strategy to satisfy mission objectives.
20. Develop a timeline or milestones for program implementation.
21. Identify labor requirements (military and civilian).
22. Identify specific material requirements.
23. Identify space allocation requirements.
24. Develop Measures of Effectiveness (MOE) for the program.
25. Develop Measures of Performance (MOP) for the program.
26. Identify security requirements.
27. Complied with all funding rules and regulations.
28. Develop a transition plan for the program.

29. Obtain program approval.
30. Evaluate operation based on MOE/MOP.
31. Enter essential data in daily journal.
32. Transition operations to appropriate authorities.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3031: Support Military-Civic Action (MCA) Operations

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an area that requires a unit to conduct military-civic action operations in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; all coordination with the Country Team and other IGOs, NGOs, IPIs and host nation's governmental and public organizations is complete; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.
2. Conduct an assessment of the civil situation using METT-T.
3. Determine how CA can best support the overall MCA project.
4. Review the OPORD or FRAGO to determine specified and implied mission.
5. Determine the scope of the mission and area of operation.
6. Develop a strategy to support achieving the mission objectives.
7. Recommend a strategy to support achieving the mission objectives.
8. Plan for Public Health and Services support, as required.
9. Plan for Populace and Resource Control operations, as required.
10. Plan for support to Crisis Management as required.
11. Plan for Dislocated Civilian operations, as required.
12. Advise the supported Commander/Country Team of potential/real hazards regarding the civilian populace and resource issues.
13. Obtain program approval.

14. Identify available resources within the Foreign Nation (FN) which can support the MCA.
15. Identify the location and availability of specified resources using the area assessment and other available resources.
16. Assess the positive and negative impacts of US acquisition of FNS on the civilian economy.
17. Conduct project management.
18. Develop measures of effectiveness (MOEs) and measures of performance (MOPs).
19. Evaluate operations based on MOE/MOP.
20. Enter data in daily journal.
21. Transition project to civil authorities or other agency.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
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CAG-CAAC-3032: Support Non-Combatant Evacuation Operations (NEO)

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an area that requires a unit to Non-Combatant Evacuation operations in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; all coordination with the Country Team and other IGOs, NGOs, IPIs and host nation's governmental and public organizations is complete; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Conduct the MCPP.
2. Participate in the MCPP.
3. Conduct risk assessment pertaining to CA forces.
4. Obtain specific Rules of Engagement from Lead Agency.
5. Conduct an area assessment.
6. Identify the capabilities of the DOS, US Embassy or other agencies to support NEO in the AO.

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7. Identify the capabilities of the indigenous infrastructure to support the NEO operations.
8. Identify evacuation sites.
9. Identify potential holding areas for non-evacuees.
10. Identify potential reception and processing station
11. Advise the lead agency commander on the civil dimensions of the AO.
12. Recommend methods for minimizing civilian populace interference with the NEO.
13. Establish liaison with IGOs, NGOs, IPIs, OGAs and host nation's governmental and public organizations.
14. Coordinate civil or indigenous support for the NEO.
15. Assist the lead agency with staging operations.
16. Support reception and processing station activities.
17. Assist in screening of personnel.
18. Assist in the identification of US citizens and others qualified to be evacuated.
19. Assist with briefings for evacuees.
20. Evaluate operations based on MOE/MOP.
21. Enter essential data in daily journal.
22. Transition NEO in accordance with the plan.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3033: Support Security Assistance (SA) Operations

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an environment of limited contingency operations; an order or tasking to conduct and advise on Security Assistance (SA) relating to CAO/CMO in the AO in support of a specific OPLAN/OPORD; given stated mission objectives in an area where military operations may or may not be occurring; an area study, international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; within the time constraints indicated in the order; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Obtain situational awareness by reviewing MCPP.
2. Conduct an Area Assessment.
3. Identify IGOs, NGOs, IPIs, OGAs and host nation's governmental and public organizations working in the AO.
4. Identify the current operations of each organization working in the AO.
5. Identify the limitations of the organizations.
6. Identify the actual or potential influence of the organizations on the civilian populace within the AO.
7. Identify the shortfalls in existing programs capabilities for furthering the mission objectives.
8. Identify actual or potential civil center of gravity (COG) within the AO.
9. Identify actual or potential cultural conflicts in regards to current or future mission objectives.
10. Establish liaison with Country Team, DOS and/or appropriate IGOs, NGOs, IPI and host nation's governmental and public organizations.
11. Develop a nomination list of programs to support the mission objectives.
12. Review a nomination list of programs to support the mission objectives.
13. Determine the ability of the HN to support the program in the absence of US/coalition presence.
14. Compare the cost effectiveness of each program in terms of benefit in achieving US mission objectives and the benefit to the HN.
15. Determine the feasibility of each program on the nomination list.
16. Choose a program for implementation based on the outcome of the feasibility study.
17. Develop a strategy to satisfy mission objectives.
18. Develop a timeline or milestones for program implementation.
19. Identify labor requirements (military and civilian).
20. Identify specific material requirements.
21. Identify space allocation requirements.
22. Develop measures of effectiveness (MOE).
23. Develop measures of performance (MOP).
24. Identify security requirements.
25. Complied with all funding rules and regulations.
26. Develop a transition plan for the program .
27. Obtain program approval.
28. Evaluate operations based on MOE/MOP.
29. Enter essential data in daily journal.
30. Transition operations to appropriate authorities.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-CAAC-3034: Support Technical Assistance Operations

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an area that requires specific technical assistance in support of a specific OPLAN/OPORD; where military operations may or may not be occurring; an area study, international treaties, agreements, laws and

regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; available and in place communications, administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed; all coordination with the Country Team and other IGOs, NGOs, IPIs and host nation's governmental and public organizations is complete; while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Obtain situational awareness by reviewing or conducting MCPP.
2. Conduct an Area Assessment.
3. Identify IGOs, NGOs, IPIs, OGAs and host nation's governmental and public organizations working in the AO.
4. Identify suspected mine hazards in the AO.
5. Identify the current operations of each organization working in the AO.
6. Identify capabilities of the organizations.
7. Identify the limitations of the organizations.
8. Identify the actual or potential influence of the organizations on the civilian populace within the AO.
9. Identify actual or potential cultural conflicts in regards to current or future mission objectives.
10. Establish liaison with Country Team, DOS or other appropriate IGOs, NGOs, IPIs, and host nation's governmental and public organizations.
11. Develop a nomination list of programs to support the mission objectives.
12. Review a nomination list of programs to support the mission objectives.
13. Determine the ability of the HN to support the program in the absence of US/coalition presence.
14. Compare the cost effectiveness of each program in terms of benefit in achieving US mission objectives and the benefit to the HN.
15. Determine the feasibility of each program based on the outcome of the feasibility study.
16. Choose a program for implementation based on the outcome of the feasibility study.
17. Develop a strategy to satisfy mission objectives.
18. Develop a timeline or milestones for program implementation.
19. Identify specific topics for training/educational programs.
20. Identify required training/educational products.
21. Identify space allocation requirements for conducting training/educational programs.
22. Develop Measures of Effectiveness (MOE).
23. Develop Measures of Performance (MOP).
24. Identify security requirements.
25. Develop a transition plan for the program.
26. Obtain approval for program plan.
27. Evaluate operations based on MOE/MOP.
28. Enter essential data in daily journal.
29. Transition operations to appropriate authorities.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
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CAG-CAAC-3035: Terminate Operations

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given ongoing operations, a termination plan and all CMOC workbooks, journals, and all organic equipment, in any MOPP level.

STANDARD: So that all the component events are performed, by the deadline established by the commanding officer.

EVENT COMPONENTS:

1. Review MCPP and the transition plan.
2. Determine the role, limitations, legal authority to conduct specific termination actions.
3. Determine the role, limitations, legal authority of intergovernmental organizations (IGOs).
4. Determine the role, limitations, legal authority of host nation, foreign or other military forces.
5. Determine the role, limitations, legal authority of national, regional, local or transitional civilian government.
6. Determine the role, limitations, legal authority of Local key leaders.
7. Determine the role, limitations, legal authority of OGAs.
8. Conduct close out procedures.
9. Complete or halt all ongoing projects or programs.
10. Pay all fees, rents and contract amounts owed.
11. Close all logs and reports.
12. Secure all data.
13. Secure all necessary classified material.
14. Destroy remaining classified material.
15. Reconcile operational funds.
16. Complete any specific command directed tasks or requirements that were to be accomplished prior to redeployment.
17. Return facilities to the appropriate authorities.
18. Clean facilities.
19. Complete any other agreed upon or contractual obligations.
20. Conduct an inspection and/or orientation tour.
21. Conduct meetings/termination ceremony to thank military, civilian and interagency participants & supporters (when appropriate).
22. Execute termination and accompanying information operations to leverage media coverage of the successful effort, as appropriate, in order to build local and world opinion, as needed, to support the mission.
23. Capitalize on the opportunity to publicize success or legitimize HN government.
24. Enter essential data in the daily journal.
25. Conduct the redeployment movement.
26. Conduct an After Action Review.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
-

CAG-CAAC-3036: Train Military Forces in Civil-Military Operations

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 13 months

CONDITION: Given a requirement for trained forces familiar with the various functions of Civil Military Operations and an audience.

STANDARD: So that all personnel in the audience meet the standards of all CMO events.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
-

CAG-CAAC-3037: Transfer Authority

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an area of operations in support of a unit or an element, an order to transfer of authority, a transition plan and MCPP, in any MOPP level.

STANDARD: So that all component events are performed, by the deadline established by the commanding officer.

EVENT COMPONENTS:

1. Review MCPP and the higher Headquarters transition plan.
2. Determine if end state is continuity of operations or modification of current operations.
3. Identify what unit/organization will be assuming the mission/program.
4. Identify the organizational structure required to continue/modify the program.
5. Identify similar components within the incoming organization that have the same or similar responsibilities of the unit being replaced.
6. Identify equipment and facilities required to perform the mission.
7. Determine who will provide the equipment/facilities.
8. Prepare property book/property control measures for transfer between organizations.
9. Develop timelines that provide sufficient overlap between the outgoing and incoming organizations.
10. Develop a tentative transition schedule.
11. Brief incoming unit/organization on transition timeline.
12. Adjust transition schedule as required.
13. Conduct orientation with the incoming unit/organization on the

- mission/program.
14. Brief mission requirements of the command and status updates on all programs/projects not finalized.
 15. Present the SOPs.
 16. Review the SOPs.
 17. Present the log books and/or database.
 18. Review the log books and/or database.
 19. Present the daily journal.
 20. Review the daily journal.
 21. Present continuity book.
 22. Transfer the mission as planned.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
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CAG-PLAN-3041: Conduct CAO/CMO planning

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: The element has received Given a WARNO for deployment to a specific are of operations and to conduct mission planning in any MOPP level.

STANDARD: So that all component events are completed in the time allotted by the commanding officer.

EVENT COMPONENTS:

1. Receive the mission.
2. Alert the staff.
3. Identify location for mission analysis.
4. Collect required documents for analysis including: higher headquarters plans, orders, graphics, maps, higher headquarters and own SOPs, pertinent publications, including doctrinal references, staff estimates, CMO estimates, area studies, assessments, SITREPs, available civil information reports
5. Update the CMO staff estimate.
6. Cross-check all other staff estimates for effects on CAO.
7. Validate new information on CMO events.
8. Made an initial planning assessment.
9. Plan for time available from mission receipt to mission
10. Plan for time required for planning, both for headquarters and subordinate elements.
11. Read current IPB and other available intelligence products.
12. Plan for time required to move and position critical elements.
13. Read current CA guidance and higher headquarters order.
14. Develop tasks and measures for all 14 CA functional specialties, if applicable.
15. Reassess the impact of recent and current CAO events and activities.
16. Develop an initial timeline for CAO/CMO.
17. Assign responsibilities to the CA planning staff (i.e., Pre-Deployment Site Survey, culture classes relevant to AO).

18. Support unit commander issues initial planning guidance, including: operational timeline, abbreviated MCPPP procedure, if required, necessary coordination to include LNOs, authorized movement of units, collaborative planning times and location, initial IRs and CCIRs, specific guidance for CA.
19. Provide input to the supported unit staff for the initial warning order.
20. Provide input for the supported unit's draft mission statement.
21. Issue warning order to subordinate CA units/staffs, including: type and location of operation, tasks and purpose, initial operational timeline, necessary movement instructions, location and time of collaborative planning sessions, if applicable; initial IRs and CCIRs, ISR tasks.
22. Conduct mission analysis.
23. Analyze higher headquarters order.
24. Read the higher headquarters order, specifically for the following: Commander's intent, mission and how it affects CAO/CMO, available assets, resources and personnel, area of operations, concept of operations, operational timeline, missions of adjacent, supporting and supported units and their relationship to higher headquarters two levels up, current CA policy in the AO, all other annexes and appendices for CA effects on other warfighter functions.
25. Perform initial IPB.
26. Define the battlespace environment with regard to the civilian population.
27. Define the battlespace effects with regard to the civilian population.
28. Evaluate the threat from a CA perspective.
29. Determine potential threat COAs as it impacts on CA/CMO.
30. Develop HVT and HPT from a CMO perspective.
31. Analyze civil considerations affecting POLMIL factors and
32. Identify potential vulnerabilities within the target audience.
33. Identify potential key communicators within the target audience.
34. Produce graphic overlays to portray significant CA activities, events, and impacts to include: operational graphics, threat SITTEMP, MCOO, ASCOPE impacts on military operations, ASCOPE impacts on the civilian population; MSRs, ASRs, DC routes, if applicable.
35. Identify friendly force assessments (OPSUM, SPOTREP, subordinate assessments), and threat force assessments (INTSUM, tactical HUMINT team reports, J/G/S-2 assessments) to support CA assessments.
36. Determine the effect of constraints and limitations affecting the target audience.
37. Incorporate CA/CMO considerations (ASCOPE, POLMIL systems and factors, METT-TC) into the supported unit's IPB products.
38. Determine specified, implied and essential tasks.
39. Derive specified tasks from the higher headquarters base order and annexes.
40. Derive implied tasks from analyzing the specified tasks, METT-TC, and ASCOPE.
41. Retain implied tasks only if it requires allocation of resources.
42. Derive essential tasks that must be accomplished to complete both the CA mission and the supported unit's mission.
43. Develop CA objectives, MOE, and MOP for each task.
44. Review available assets to include: US CA units assigned, attached, apportioned, subordinate and adjacent, higher headquarters CA assets, other units capable of conducting CMO, coalition forces, HN/FN forces, CMOC participants, CMOWG, IGOs, NGOs, IPIs, and OGAs.
45. Determine restrictions placed by supported unit or higher command.
46. Determine requirements placed by supported unit or higher command.

47. Identify critical facts and assumptions.
48. Identify target audience vulnerabilities, needs, and desires.
49. Identify target audience susceptibilities to CMO influence.
50. Identify CA resources available.
51. Identify CA/CMO unit capabilities, vulnerabilities, and limitations.
52. Perform risk assessment.
53. Assess tactical risk to units conducting CMO.
54. Assess accidental risk to operations.
55. Implement risk control plan to mitigate hazards.
56. Continuously perform risk assessment throughout the MCPP process.
57. Determine initial CCIR and EEFI.
58. Civil considerations in METT-TC.
59. Identify critical civil information gaps.
60. Develop IRs to address civil information requirements.
61. Determine initial ISR plan.
62. Develop CR plan, to include target audience vulnerabilities assessment.
63. Address critical civil IR shortfalls.
64. Provide CA input to supported unit's ISR plan.
65. Update the operational timeline.
66. Determine pre-deployment timeline, if applicable.
67. Write the restated mission.
68. Restate mission statement.
69. Restate objectives and supporting objectives.
70. Deliver the mission analysis briefing.
71. Brief CA mission and commander's intent two levels up.
72. Brief CA mission, commander's intent, concept of operations one level up.
73. Review of commander's initial planning guidance for CAO.
74. Brief initial IPB products to include CA graphic overlays.
75. Brief pertinent facts and assumptions of civil considerations.
76. Identify specified, implied, and essential CA tasks.
77. Brief CA constraints.
78. Brief CA/CMO forces available.
79. Brief Initial risk assessment.
80. Recommended CAO CCIR, EEFI and PIRs.
81. Recommend timelines.
82. Recommend collaborative planning sessions.
83. Recommend restated mission for CAO.
84. Approve the restated mission.
85. Develop the initial commander's intent.
86. Assist the supported commander in developing the initial commander's intent.
87. Incorporate key CA tasks and endstate into the commander's intent.
88. Issue the warning order (WARNO #2).
89. Provide CA input for the supported unit's draft mission
90. Provide tasks and guidance for subordinate CA units/staffs.
91. After receiving planning guidance, issue the approved WARNO to subordinate CA units/staffs.
92. Review tasks and assumptions.
93. Continually assess and review new information as it becomes available.
94. Integrate new CA information into the staff planning process, if applicable.
95. Make adjustments in response to new information as needed.
96. Conduct COA development.
97. Analyze relative combat power.
98. Determine where and what CA actions may achieve mission

99. Determine where and what threat forces will prevent attaining CA objectives.
100. Determine vulnerabilities and limitations of CA/CMO units.
101. Compare CA assets and capabilities with resource requirements.
102. Develop solutions to address CA shortfalls.
103. Recommend solutions to address CA shortfalls.
104. Conduct relative combat power analysis, or troop-to-task
105. Analyze target audience vulnerabilities and susceptibilities to CA activities.
106. Generate options.
107. Determine activities of IGOs, NGOs, IPIs, and OGAs in order to synchronize efforts.
108. Synchronize CAO/CMO with the supported unit's plan.
109. Determine how to conduct CAO/CMO in order to support the COA.
110. Determine the decisive, shaping, and sustaining operation for each COA.
111. Determine sustainment operations to support CMO.
112. Participate in boards and working groups with supported staff in order to achieve desired CA effects.
113. Identify HVTs, HPTs, and no-fire areas.
114. Synchronize staff efforts to achieve CA priorities.
115. Provide input to support an information campaign.
116. Provide CR information to complete the intelligence picture.
117. Synchronize events for a synergistic effect on CMO.
118. Coordinate plans and operations with non-military components.
119. Array initial forces.
120. Determine avenues of approach.
121. Consider enemy COAs, most likely to most dangerous.
122. Develop the concept of operations.
123. Determine the purpose of the CA objectives in relation to the supported unit objectives.
124. Assign headquarters.
125. Task organizes CA forces to accomplish the CA objectives.
126. Assign CMO task to subordinate units.
127. Determine command and support relationships for each.
128. Prepare COA statements and sketches.
129. Articulate the commander's intent for CA mission and endstate for each COA.
130. Develop sketches graphically depicting the COA.
131. Describe who (task organization), what (tasks), what, when, where and why.
132. Participate in COA brief IAW supported unit's SOP.
133. Provide civil considerations input into the COA briefing.
134. Recommend evaluation criteria.
135. Provide additional planning guidance.
136. Conduct COA analysis (wargame).
137. Gather the analysis tools (IPB products, event templates, overlays, staff estimates).
138. List all friendly CA/CMO assets.
139. List all CA assumptions.
140. List known CMO critical events and decision points.
141. List events that trigger actions or decisions.
142. List complicated actions that require further analysis.
143. List essential tasks.
144. Conduct wargame.
145. Analyze CMO concept of support in relation to the supported unit's COA.

146. Analyze using the action/reaction/counteraction methodology.
147. Insure COA effectively integrates civil considerations.
148. Estimate the likelihood of success.
149. Estimate the potential effectiveness of CMO.
150. Estimate the impact of the COA on the civilian population.
151. Estimate the impact of the civilian population on the COA.
152. Determine the need for NEO.
153. Develop no-fire areas.
154. Determine CS and CSS issues for CMO.
155. Determine potential for unintended consequences and possible impacts on friendly COA.
156. Evaluate the risk of failure and its impact on the supported unit COA.
157. List CA/CMO EEFI for each COA.
158. Participate in the wargame IAW the supported unit's SOP.
159. Assess results.
160. Perform COA comparison.
161. Compare the costs of each COA.
162. Compare resources required.
163. Compare time required.
164. Compare the level of risk.
165. Compare operational impact of success.
166. Compare operational impact of failure.
167. Summarize the advantages and disadvantages of each COA.
168. Participate in COA approval.
169. Recommend a COA that can best achieve CA objectives, supported unit's objectives, poses minimum risk, and provides maximum flexibility for future operations and unexpected events.
170. Issue final planning guidance.
171. Refine commander's intent.
172. Draft new CCIR, if necessary.
173. Draft specific additional guidance for each warfighter function.
174. Prioritize resources.
175. Determine acceptable risk.
176. Issue WARNO #3.
177. Provide CA input for the supported unit's mission statement.
178. Provide tasks and guidance for subordinate CA units/staffs.
179. After receiving commander's final planning guidance, issue WARNO to subordinate CA units/staffs.
180. Produce orders.
181. Continue to refine CA concept of support to the COA.
182. Produce CA annexes, appendices and tabs as required.
183. Continue to update CA estimate as required
184. Brief plan or order to subordinate CA unit commanders/staffs.
185. Receive a confirmation brief from subordinate CA commanders/staffs immediately following the orders brief.
186. Review subordinate CA commander's plans or orders upon their completion.

REFERENCES :

1. FM 3-05.40 Civil Affairs Operations
 2. MCWP 5-1 Marine Corps Planning Process
 3. Unit SOP
-

CAG-PLAN-3042: Conduct Mission Planning

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

DESCRIPTION: When employed, CA personnel support the commander's immediate needs by planning and coordinating CA activities that support the mission. The ability to negotiate with local civilians and a thorough knowledge of the military decision-making process are critical skills of the CA generalist. Effective CMO begin with the CA generalist's estimate of the situation and continue through COA development and mission execution. Area assessments or surveys assist CA functional specialists in completing detailed planning for CMO to be conducted by other forces.

CONDITION: Given a mission with the requirement to conduct CA or CMO.

STANDARD: So that the commanding officer has at least three CA/CMO COA from which to choose.

EVENT COMPONENTS:

1. Provide responsive CMO staff augmentation.
2. Augment the CMO staff of a theater Service or functional component HQ.
3. Provide 24-hour CMO staff planning and augmentation to supported commands.
4. Advise the unified command on the employment of CA capabilities and issues relevant to the civilian populace and provide coordination and staff assistance as required.
5. Produce initial CMO estimate, CA and CMO annex.
6. Provide cultural expertise.
7. Recommend CA force structure.
8. Coordinate recommended CA force structure.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. MCWP 5-1 Marine Corps Planning Process
3. Unit SOP

CAG-PLAN-3043: Conduct an Area Assessment

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 24 months

CONDITION: Given an area that requires a unit to conduct an area assessment; where military operations may or may not be occurring; an area study, access to the internet and other information sources; international treaties, agreements, laws and regulations pertaining to the area, an FM 3-05.401, a current Field Operations Guide and other manuals as required; a US Country Team and US Ambassador in country; MCPP that has been conducted and available for review; an established and operating CMOC; foreign nation agreements may or may not be available; shortfalls in the US OPLAN/OPORD support requirements have been identified; communications are available and in place, as are administration, logistics, intelligence and rear area security mechanisms;

established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, in any MOPP level.

STANDARD: So that all component events are performed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review MCPP.
2. Identify operational objectives to tactical-level actions through a specified set of effects.
3. Identify situational awareness and understanding of adversary and operational environment.
4. Obtain priority information requests (PIRs) and information requests (IRs).
5. Develop a research plan.
6. Review country/area studies.
7. Identify sources of information to satisfy requirements.
8. Conduct research IAW established SOP and stated references.
9. Coordinate with IPIs, IGOs, NGOs, OGAs and host nation's governmental and public organizations to obtain information as required.
10. Observe physical surroundings for pertinent information.
11. Validate previous information reports.
12. Compare relevancy of the results to objectives and indicators.
13. Record information in the Area Assessment format.
14. Submit data to the CMOC or other agency.
15. Evaluate operations based on established MOE/MOP.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-PLAN-3044: Develop Measures of Effectiveness (MOE)

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 6 months

CONDITION: Given on going operations that support the commanders intent; in an assembly area, base camp, or CMOC with MCPP complete and available; given all necessary personnel and equipment and communications with higher, adjacent, and subordinate elements; given guidance on the rules of engagement (ROE) and rules of interaction (ROI) and the presence of coalition forces and noncombatants; during light and limited visibility conditions; in all MOPP levels.

STANDARD: So that all component events are completed, in accordance with the commanders intent and the tactical standing operating procedures (TSOP), the order, and or commander's guidance, in the time allotted by the commanding

officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review MCPP.
2. Identify Commander's desired effects.
3. Identify specific tasks to be performed by US and coalition forces.
4. Identify specific tasks to be performed by host nation forces/ assets.
5. Determine goals and effects of the task on mission accomplishment.
6. Determine mission goals or end-state.
7. Identify end-state goals.
8. Identify in-progress goals.
9. Identify the desired effects or behavior that supports operational mission, Joint and national objectives.
10. Identify near-term effects.
11. Identify long-term effects.
12. Identify the impact of undesired effects or behavior on mission and national objectives.
13. Identify the quantifiable indicators for MOE.
14. Identify the variables to be measured in determining effects.
15. Identify potential sources of information regarding indicator actions (CR, CIM, intel reports, surveys, etc)
16. Consider all possibilities regarding actions that indicate the effect(s) are being achieved or not being achieved.
17. Develop the method(s) of measurement for MOE(s) assessment.
18. Determine when MOE(s) will be evaluated.
19. Ensure the MOE(s) indicate how the ASCOPE characteristics impact the area of operation.
20. Integrate MOEs into Commander's evaluation and decision making process.
21. Ensure that indicators measure the desired effect (pro or con).
22. Ensures the number of MOEs is manageable.
23. List MOE(s) on spreadsheet.
24. Describe the commander's objective to support the operational missions in the AO.
25. List each desired effect that supports each objective.
26. List the criteria used to measure progress toward the desired effect.
27. Analyze baseline information for positive, negative or neutral changes.
28. Quantify changes in data and recorded findings.
29. Identify the decision points in the mission process to evaluate MOEs.
30. Submit MOE spreadsheet.
31. Prepare written report and supporting MOE spreadsheet that clearly articulates findings.
32. Develop recommendations with the advantages and disadvantages of the decision.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-PLAN-3045: Develop Measures of Performance (MOP)

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

CONDITION: Given existing measures of effectiveness (MOE) in support of on going operations that support the commanders intent, current MOE and MOP reports and documentation available, an assembly area, base camp, or CMOC, communications with higher, adjacent, and subordinate elements, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, during periods of light or low-visibility, in any MOPP level.

STANDARD: In accordance with the commanders intent and the tactical standing operating procedures (TSOP), in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review MCPP.
2. Ensure the task or action preformed was in accordance with the commanders' intent.
3. Identify specific and implied CA/CMO tasks to be performed.
4. Conduct research to determine quantifiable measures.
5. Identify measures from Training and Evaluation Outlines in MTPs or CATS.
6. Identify Marine Corps Tasks List measures, as required.
7. Identify Universal Joint Tasks List measures, as required.
8. Evaluate measures.
9. Determine measures that are specific in evaluating a single, simple goal.
10. Determine measures that are quantitative with a standard of comparison.
11. Determine measures that are attainable, achievable, and realistic.
12. Determine measures indicate an activity, performance, operation or produces results.
13. Determine measures that are relevant and relates to the overall mission goals.
14. Determine measures that are related to a specific time frame.
15. Determine measures that are bench marked performance against an appropriate standard.
16. Ensure that MOPs are written understandable and accurately measure performance of tasks.
17. Develop the assessment plan for MOP(s).
18. Determine when MOP(s) will be evaluated.
19. Determine periodic in-progress steps.
20. Determine mission end-state.
21. Determine who will perform analysis.
22. Integrate MOP(s) into Commander's evaluation and decision making process.
23. Determine the MOP effects.
24. Identify the impact of undesired effects or behavior on mission and national objectives.
25. Determine the effects on resources.
26. Determine the effects on other projects.
27. Determine that each measure relates to the associated mission, goal, and objective (if not, repeats the process).

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
-

CAG-PLAN-3046: Evaluate Operations Based on MOE/MOP

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

CONDITION: Given existing measures of effectiveness (MOE) and measures of performance (MOP) in support of on going operations that support the commanders intent, current MOE and MOP reports and documentation available, an assembly area, base camp, or CMOC, communications with higher, adjacent, and subordinate elements, as are administration, logistics, intelligence and rear area security mechanisms; established rules of engagement (ROE); mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI); in an area with civilians, government agencies, non-government organizations, and local and international media, during periods of light or low-visibility, in any MOPP level.

STANDARD: So that all component events are performed, while reacting as necessary to hostile contact, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MOE/MOP report.
2. Review the CAO/CMO goal(s) to ensure consistency with commander's intent.
3. Identify the time period of the report to ensure timeliness.
4. Review the supporting objectives Identify by the element to support the CAO/CMO goal(s).
5. Identify the desirable and undesirable effects of the mission.
6. Review the trend analysis work sheet.
7. Review the goals and supporting missions for consistency with Commander's intent.
8. Evaluate effects based on resource utilized.
9. Analyze baseline information for positive, negative or neutral changes.
10. Quantify changes in data and recorded findings.
11. Review the impact analysis chart.
12. Analyze the objective and desired effects on this missions on others missions being conducted in the geographic area.
13. Analyze the impact of other missions in the geographic area affecting mission goals.
14. Conduct comparative analysis of MOE/MOP.
15. Compare results to Common Operating Picture (COP) of SITMAP for trends.
16. Analyze effects of CAO/CMO mission on other supporting staff objectives.
17. Compare report against similar missions conducted in similar environments.
18. Coordinate findings with the supporting staff to identify outside conditions that may have affected results.
19. Submit evaluation report to proper authority.
20. Prepare written report and supporting MOE/MOP report and trend analysis that clearly articulates evaluation results.

21. Develop recommendations with the advantages and disadvantages of the decision.
22. Enter essential data in daily journal.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-PLAN-3047: Prepare an Area Study

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

CONDITION: Given previous CA Area Studies, SOPs, OPSEC directives, FM 305.40, FM 3-05.401 and internet access.

STANDARD: So that all the component events are performed within the tasking timeline.

EVENT COMPONENTS:

1. Identify the objectives of the Area Study.
2. Identify physical boundaries of area.
3. Identify the information requirements of the study.
4. Determine the availability of previous Civil Affairs Area Studies for the same geographic area.
5. Develop a research plan.
6. Identify research team members.
7. Determine task assignments for team members based on Area Study categories.
8. Identify information gaps in existing data.
9. Obtain information requests from the supported staff, the CMOC, or other sources as required.
10. Identify potential information sources.
11. Prioritize potential sources that will best satisfy the objective(s).
12. Develop time line and milestone of research schedule.
13. Conduct research IAW established SOP and stated references.
14. Review previous CA Area Studies (if available).
15. Identify open and classified sources of information through government agencies, internet and other sources.
16. Determine accuracy and currency of information.
17. Conduct/compare research through several different search engines.
18. Coordinate research with others experts on the subject.
19. Collaborate on research with others experts on the subject.
20. Ensured that information collection, retention, and dissemination is in compliance with security regulations.
21. Comply with information operational security (OPSEC) directives.
22. Analyze information.
23. Determine the proper classification of the information.
24. Evaluate source reliability.
25. Compare information to previous Area Studies.
26. Record information in the Area Study format.
27. Record information in proper category.

28. State findings in clear and concise verbiage.
29. Record sources of information and applicable references.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
-

CAG-PLAN-3048: Produce a Civil-Military Operation Staff Estimate

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

CONDITION: Given on going operations that support the commanders intent; in an assembly area, base camp, or CMOC with MCPP complete and available; given all necessary personnel and equipment and communications with higher, adjacent, and subordinate elements; given guidance on the rules of engagement (ROE) and rules of interaction (ROI) and the presence of coalition forces and noncombatants; during light and limited visibility conditions; in all MOPP levels.

STANDARD: So that all component events are completed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. Review the MCPP.
2. Conduct an assessment of the situation.
3. Review supported staff estimate for changes.
4. Conduct mission analysis.
5. Prepare paragraph 1.
6. Identify CMO concept of support.
7. Identify enemy forces.
8. Identify friendly forces.
9. Develop assumptions.
10. Analyze the AO using ASCOPE.
11. Develop potential courses of action, paragraph 3.
12. Analyze each course of action, paragraph 4.
13. Conduct a course of action comparison, paragraph 5.
14. Develop recommendation and conclusions, paragraph 6.
15. Maintain accuracy of estimate by ensuring current, relevant supporting information.
16. Determine how CMO can best be integrated into the overall operation.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
-

CAG-PLAN-3049: Produce a Civil-Military Operations Annex (Annex G)

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

CONDITION: Given an area study, SOPs, OPORD, command directives, area assessments, FM 305.40, FM 3-05.40 and internet access with MCPP complete; given that the intelligence and tactical situation are determined; given rules of engagement (ROE), mission instructions, such as a peace mandate, terms of reference, status-of-forces agreement (SOFA), and rules of interaction (ROI), with civilians, government agencies, non-government organizations, and local and international media are in the area and the requirement to coordinate with IPIs, IGOs, NGOs, and OGAs to obtain or validate civil information, as required, in any MOPP level.

STANDARD: So that all component events are completed, in the time allotted by the commanding officer, while complying with the rules of engagement (ROE), mission instructions, higher headquarters order, and other special orders and while treating the local inhabitants with respect.

EVENT COMPONENTS:

1. State "Commander's intent".
2. Review the MCPP.
3. Develop research plan.
4. Conduct research.
5. Prioritize information requests (PIRs) and information requests (IRs).
6. Identify pertinent information not contained in OPLAN or OPORDs.
7. Review area studies for trend analysis.
8. Review current CMO estimate.
9. Identify sources of information and references to satisfy requirements.
10. Collaborate findings (information, photos, etc.)
11. List all publications used to prepare annex in the "Reference" section.
12. Prepare the "Task Organization" section.
13. Identify CA and non-CA units that will accomplish CMO mission.
14. Identify command relationship of all unit conducting CMO.
15. Identify LNOs and other organizations in the Interagency Task Organization subparagraph.
16. Prepare the "Situation" paragraph.
17. Describe how the CMO environment may affect friendly, adversary, or other operations.
18. Provide operational details affecting the CMO environment.
19. Prepare the "Civil" section.
20. Identify how the strength and vulnerabilities of the civil component relates to the mission.
21. Identify the relationship and interaction between the nodes.
22. Analyze civil component of AO using ASCOPE.
23. List the actual and potential non-military threats to the force in the "Threat" section.
24. Identify CMO plans of higher Headquarters.
25. Identify CA plans of adjacent units.
26. Identify other units operating in the AO that have CMO capabilities.
27. List the attachments or detachments not covered in the task organization paragraph.
28. List assumptions considered in preparing the CMO Annex.

29. Identify critical planning considerations and unknown conditions that must be confirmed during the assessments.
30. Provide a statement describing the operational risks associated with not engaging the civil component of the AO.
31. Prepare the "Mission" paragraph by answering the who, what ,where, why questions.
32. Describe the activities needed to synchronize the CMO elements and related activities in the "Execution and Matrix" paragraph.
33. Identify CMO objectives.
34. Identify "Concept of Operations"
35. Identify civil decisive points.
36. Identify MOPs, and MOEs
37. Identify Transition plans.
38. Identify general timeline of operation.
39. State "Tasks to Subordinate Units"
40. Identify "Coordinating Instructions"
41. Prepare "Service Support" paragraph.
42. Identify "Administrative" data, such as location and contract information of key personnel supporting the CMO mission.
43. State the location of military and non-military medical facilities in the "Medical" section.
44. Identify the location of logistical facilities in the "Logistics" section.
45. Identify the military and non-military maintenance facilities in the "Maintenance" section.
46. State pertinent communication information of military and non-military contacts in the "Command and signal" section.
47. Prepare "Appendixes" as required (possible enclosures are: execution matrix, assessment matrix, cultural briefing, PRC plan, Foreign Humanitarian Assistance plan, Nation Assistance Plan, etc)
48. Submit data to the CMOC or other agency accordance to the plan.
49. Evaluate operations based on established MOE/MOP.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-PREP-3061: Conduct Area Assessment

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

DESCRIPTION: The area study is a process common to all CA units. Area study files contain information on a designated area. This information supports contingency and SO planning in areas assigned to U.S. forces. Personnel obtain, analyze, and record information in advance of need. They update the study as required through an area assessment. An area study has no single format. The information acquired through the area study supports the area assessment. An area assessment begins with receipt of the mission. CA area assessments that support other SOF should supplement, not repeat, information in the basic area study.

CONDITION: Given a designated area, and a mission to provide CA/CMO.

STANDARD: In writing, so that all component functional areas are assessed.

EVENT COMPONENTS:

1. Make a general assessment of the people in the AO.
2. Assess the legal system of the AO.
3. Assess the public administration of the AO.
4. Assess the health system of the AO.
5. Assess the public safety apparatus in the AO.
6. Assess the economic development of the AO.
7. Assess the civilian supply and distribution system of the AO.
8. Assess the control of property in the AO.
9. Assess the food and agriculture situation in the AO.
10. Assess the state of public communication in the AO.
11. Assess the state of public transportation in the AO.
12. Assess the public utilities (Sewer, Water, Electric, Academics, and Trash) in the AO.
13. Assess the cultural relations in the AO.
14. Assess the amount and means of dissemination of information in the AO.
15. Assess the status of dislocated civilians in the AO.
16. Assess the emergency services in the AO.
17. Assess the environment in the AO.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

CAG-PREP-3062: Conduct Cultural Briefings to Supported Units

SUPPORTED MET(S): None

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 18 months

CONDITION: Given a unit heading to or in country, area studies, supported element SOPs, internet access, area assessments, other related materials and all organic equipment is available, in any MOPP level.

STANDARD: In the allotted time and in the format specified by the commanding officer so that all questions from the audience are answered and all equipment was properly functioning.

EVENT COMPONENTS:

1. Identify supported Command's briefing format and SOPs.
2. Coordinate with the supported element for physical and communications requirements.
3. Identify necessary communications support.
4. Request necessary communications support.
5. Identify necessary space, power sources, and network connectivity support.
6. Request necessary space, power sources, and network connectivity support.
7. Identify support for necessary seating arrangements.
8. Request support for necessary seating arrangements.
9. Develop the briefing package.
10. Tailor the briefing.
11. Incorporate specific briefing requests.

12. Identify key cultural factors which may impact operations within the AO.
13. Review supporting civil data, assessments, and Civil-Military Information to identify the key factors.
14. Identify key factors regarding operations or Plan operations that have impact on the civilian populace.
15. Develop responses to anticipated questions.
16. Conduct briefing rehearsals to ensure accuracy and effectiveness.
17. Ensure all equipment is functioning properly including network connections.
18. Enact required troubleshooting procedures.
19. Take remedial action.
20. Brief the presentation without "reading " the slides.
21. Respond to pertinent questions.
22. Complete the briefing in the allotted time.
23. Solicit feedback on presentation material and technique.
24. Research the answer to questions the briefer could not answer.
25. Contact questioner with the answer.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
-

CAG-PREP-3063: Determine Subject Matter Expert (SME) Requirements

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

CONDITION: Given a situation requiring personnel with specialized training or expertise not organic to the unit.

STANDARD: Within 48 hours of determining that there is a gap between organic capabilities and external expertise.

REFERENCE:

1. Unit SOP
-

CAG-PREP-3064: Identify Political, Economic, and Social Opportunities/Vulnerabilities

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: A strategic military objective is subordinate to, and must fulfill, a political objective. Likewise, operational and tactical objectives must fulfill strategic military objectives and thus realize political objectives.

CONDITION: Given mission, a requirement to conduct CA/CMO.

STANDARD: So that the commanding officer has a document detailing opportunities and vulnerabilities in each area.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
-

CAG-PREP-3065: Prepare an Area Study

SUPPORTED MET(S): None

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 3 months

DESCRIPTION: CA personnel are not, and must not have the appearance of being, active intelligence agents. The mission of the unit drives the intelligence cycle. As operational planning begins, so does intelligence planning. Requirements for operational planning are normally for finished intelligence studies, estimates, or briefings. CMO planners prepare their estimates from basic intelligence documents not primarily written for CA use, such as an area study. Intelligence is the product resulting from the collection, evaluation, and processing of information. CA personnel must take the intelligence area study, and adapt it for their own use.

CONDITION: Given a mission, a requirement for CA/CMO and reports about the AO and commander's information requirements.

STANDARD: So that all aspects of the commander's IR are considered and answered.

REFERENCE:

1. Unit SOP

CIVIL AFFAIRS T&R MANUAL

CHAPTER 4

MOS 0530 INDIVIDUAL EVENTS

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CIVIL AFFAIRS T&R MANUAL

CHAPTER 4

MOS 0530 INDIVIDUAL EVENTS

4000. PURPOSE. The purpose of 1000-level training is to provide the knowledge and skills required to perform as a Civil Affairs Officer.

4001. EVENT CODING

Events in the T&R Manual are depicted with a 12 field alphanumeric system, i.e. 0530-CAAC-1001. This chapter utilizes the following methodology:

a. Field one - Each event in this chapter begins with "0530" indicating that the event is for Civil Affairs Officers.

b. Field two - This field is alpha characters indicating a functional area. Functional areas for Civil Affairs Officers are:

CAAC - Civil Affairs Activities
CAOR - Civil Affairs Outreach
PLAN - Planning
PREP - Preparation

c. Field three - This field provides numerical sequencing.

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4003. 1000 LEVEL EVENTS

0530-CAAC-1001: Conduct Civil Information Gathering

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

INITIAL TRAINING SETTING: FORMAL

CONDITION: Operating in a Civil-Military Operations Center (CMOC) as a Civil Affairs (CA) specialist with a mission statement, existing CA reports, assessments, and situation reports, vetted requests for information from the collection manager and/or standing requirements, a battle rhythm and reference materials.

STANDARD: So that all requests for civil information are addressed, in performance step sequence in the time allotted by the commanding officer or the battle rhythm.

PERFORMANCE STEPS:

1. Review existing civil information.
2. Review requests for additional civil information.
3. Identify potential sources of for additional civil information.
4. Submit additional request for information (RFI).
5. Compile responses to RFI and civil information gathered throughout the day by Civil Affairs teams conducting civil information gathering.
6. Incorporate newly-obtained civil information into daily civil affairs situation report.
7. Archive newly gathered civil information and update files and/or database.
8. Disseminate report to higher, lower and adjacent units.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. FM 3-05.401 Civil Affairs Tactics, Techniques, and Procedures
3. FM 34-130 Intelligence Preparation of the Battlefield
4. JP 1-02 DOD Dictionary of Military and Associated Terms
5. JP 3-57 Joint Doctrine for Civil Military Operations
6. JP 3-57.1 Joint Doctrine for Civil Affairs
7. MCWP 3-33.1 MAGTF Civil Affairs
8. STP 41-38A14-SM-TG Soldier's Manual and Trainer's Guide MOS 38A
9. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate Civil Affairs estimates, assessment reports and situation reports; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Appropriate Civil-Military Operations Annex and Fragmentary Orders (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operations Order (OPORD)

0530-CAAC-1002: Conduct Dislocated Civilian (DC) operations

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING:

CONDITION: Given a military mission in an area with the potential for civilian interference, access to appropriate civilian leaders and civil authorities, area map(s), Operation Order (OPORD), Fragmentary Order (FRAGO) (if applicable), intelligence and tactical situation reports, the references, administrative materials, and End User Computer Equipment (EUCE) and software.

STANDARD: Per the references, in performance step sequence, minimizing civilian interference with military operations and complying with Operational Law (OPLAW) so that all DC in the AO have shelter, and basic nutritional requirements.

PERFORMANCE STEPS:

1. Estimate Dislocated Civilian (DC) number, probable origin route, and probable destination.
2. Assess Dislocated Civilian (DC) support needs.
3. Plan and prepare for the movement of Dislocated Civilians (DCs) to include: a. Establishment of collection points and assembly areas. b. Travel route coordination with Foreign Nation (FN) and higher and adjacent headquarters.
4. Maximize use of non-US military resources by coordinating Foreign Nation (FN) support, NGO and military forces required to execute the plan, keeping U.S. military involvement to a minimum.
5. Coordinate engineer, health services, communications, Military Police (MP), transportation, intelligence, Psychological Operations (PSYOP), Information Operations (IO) and Public Affairs (PA) support.
6. Plan for final disposition of Dislocated Civilians (DCs), either by return, resettlement, or camp turnover to another agency.

REFERENCES:

1. AUDIOVISUAL PRODUCTS #710578 Dislocated Civilian Operations
2. CONTROL OF COMMUNICABLE DISEASES MANUAL Civilian reference by Abram Benenson (Editor), 1995 (16th edition), American Public Health Association
3. FM 19-40 Enemy Prisoners of War/Civilian Internees
4. FM 27-10 Law of Land Warfare
5. FM 3-05.40 Civil Affairs Operations
6. GENEVA CONVENTION OF 1949 (IV) Relative to the Protection of Civilian Persons in Time of War
7. HAGUE CONVENTION OF 1907 (IV) Article 43, Embodying the Regulations Respecting the Laws and Customs of War on Land
8. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
9. MCWP 3-33.1 MAGTF Civil Affairs
10. REFUGEE HEALTH Civilian reference: Refugee Health: An Approach to Emergency Situations, 1997, by The Doctors Without Borders USA
11. UNHCR HANDBOOK Office of the United Nations High Commissioner for Refugees Handbook
12. USAID DART HANDBOOK U. S. Agency for International Development Disaster Assistance Response Team (DART) handbook
13. WHERE THERE IS NO DOCTOR Civilian reference: Where There Is No Doctor: A Village Health Care Handbook by David Werner, et al. (May 1992)
14. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD)

0530-CAAC-1003: Conduct Military Civic Action (MCA)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a hostile or potentially hostile scenario with communications, administration, logistics, intelligence, and rear area security mechanisms in place; tactical and intelligence situation reports; the references; administrative materials; End User Computer Equipment (EUCE) and software; area map(s); access to the Psychological Operations Officer (PSYOP), and the Operation Order (OPORD).

STANDARD: Per the references, in performance step sequence, in the time allotted by the commanding officer, ensuring the Military Civic Action (MCA) supports the mission and the current tactical situation.

PERFORMANCE STEPS:

1. Survey the civilian living conditions and infrastructure to identify needs for mitigating and developmental Military Civic Action (MCA) projects.
2. Prioritize Military Civic Action (MCA) projects by their practicality, feasibility, cost, and impact on civilian attitudes toward the Foreign Nation (FN) government, military, and U.S. military.
3. Prepare resource estimates for Military Civic Action (MCA) projects under consideration.
4. Deliver the Military Civic Action (MCA) plan to the commander.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCRP 3-33.1A Civil Affairs Operations
5. MCWP 3-33.1 MAGTF Civil Affairs
6. UNHCR HANDBOOK Office of the United Nations High Commissioner for Refugees Handbook
7. USAID DART HANDBOOK U. S. Agency for International Development Disaster Assistance Response Team (DART) handbook
8. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the Psychological Operations Officer (PSYOP); Administrative materials; Area map(s); End User Computer Equipment (EUCE);

Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD)

0530-CAAC-1004: Conduct a Humanitarian Assistance (HA) program

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a scenario involving Humanitarian Assistance (HA) conducted in a specified area, the references, Operation Order (OPORD), access to appropriate civilian leaders and civil authorities, the Civil Affairs (CA) mission, administrative materials, area maps, End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, and the references.

STANDARD: Per the references, in performance step sequence, in consonance with U. S. and Host Nation (HN) policies, and the Operation Order (OPORD).

PERFORMANCE STEPS:

1. Analyze the mission to determine the Humanitarian Assistance (HA) requirements.
2. Identify political, economic, social, and cultural factors that influence mission accomplishment.
3. Identify security needs of the unit and the local population.
4. Request and review U. S. policy internal development objectives.
5. Utilize the Civil Affairs (CA) estimate as a template for decision-making.
6. Develop a project task list incorporating projects that can be completed in the time available with available materials and contractors.
7. Involve the local civic leadership in the decision-making process regarding selection and implementation of task list items.
8. Obtain approval of project task list and Humanitarian Assistance (HA) operation from supported commander.
9. Coordinate Humanitarian Assistance (HA) operation with higher and adjacent headquarters.
10. Assist available Psychological Operations (PSYOP), Information Operations (IO), and Public Affairs (PA) assets with development of an information dissemination program to inform the population of ongoing activities.
11. Implement the Humanitarian Assistance (HA) program.
12. Monitor the effectiveness of the Humanitarian Assistance (HA) operation.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. UNHCR HANDBOOK Office of the United Nations High Commissioner for Refugees Handbook
5. USAID DART HANDBOOK U. S. Agency for International Development Disaster Assistance Response Team (DART) handbook
6. International law, treaties, and U. S. policies
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Mission; Operation Order (OPORD)

0530-CAAC-1005: Conduct mediation

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the need to resolve issues between two or more parties affecting a military operation.

STANDARD: So that resolution acceptable to all parties is achieved.

PERFORMANCE STEPS:

1. Define mediation.
2. Determine whether to pursue mediation or to meet objectives and mission requirements in other ways.
3. Ask: Am I comfortable mediating this particular situation?
4. Ask: Will mediation meet my needs?
5. Ask: Is the expenditure of energy and time on my part worth the benefits that I can expect to receive as a result of this encounter?
6. Establish a mediation strategy before entering mediation.
7. Exercise external power.
8. Discuss the crucial elements of mediation and establish all necessary protocols.
9. Establish rapport.
10. Establish trust.
11. State the opponents' points of view.
12. Separate the people from the problem.
13. Focus on interests, not positions.
14. Invent options for mutual gain among the parties.
15. Pursue all other options while mediating, including encouragement to the parties to settle the issues independently, if appropriate.
16. Mediate the issues, interests, and problems between the parties, seeking acceptable compromises from both sides that also meet mission objectives and mission requirements.

REFERENCES:

1. MCRP 3-33.1A Civil Affairs Operations
2. MCWP 3-33.1 MAGTF Civil Affairs
3. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and

tactical situation reports; Marine Corps authorized software; Operation Order (OPORD).

0530-CAAC-1006: Conduct negotiation

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING:

CONDITION: Given the need to resolve issues between two or more parties affecting a military operation.

STANDARD: So that a resolution is achieved that supports the overall military objective.

PERFORMANCE STEPS:

1. Define negotiation for participants.
2. Determine whether to pursue negotiations or to meet objectives and mission requirements in other ways.
3. Establish a negotiating strategy before entering negotiations.
4. Establish all necessary protocols for negotiation.
5. Discuss the crucial elements of every negotiation.
6. Obtain adequate information to establish and support a negotiating strategy.
7. Determine the opponents' personal strategy for decision making and agreement by using NLP.
8. Establish rapport.
9. Established trust.
10. Emphasize the value of trying to see the problem from the other side's point of view.
11. Utilize one of the three primary negotiating styles: hard or winning at all costs; soft or easy with concessions; and principled or negotiating for mutual satisfaction.
12. Explain the methods of principled negotiation.
13. Explain other techniques of negotiation.
14. Discuss methods for exercising external power in principled negotiation.

REFERENCES:

1. MCRP 3-33.1A Civil Affairs Operations
2. MCWP 3-33.1 MAGTF Civil Affairs
3. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD).

0530-CAAC-1007: Coordinate Foreign Nation Support (FNS)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a request from or an offer to a Foreign Nation (FN) for support, the references, Operation Order (OPORD), Civil Affairs (CA) mission, administrative materials, area map(s), access to appropriate civilian leaders and civil authorities, access to the Staff Judge Advocate (SJA), End User Computer Equipment (EUCE) and references.

STANDARD: Per the references, so that the supported unit experiences no shortfalls in supplies, materiel, and labor available from the host nation.

PERFORMANCE STEPS:

1. Evaluate the validity of the request/offer of Foreign Nation Support (FNS).
2. Identify the resources required for the Foreign Nation Support (FNS) request/offer.
3. Coordinate with the Marine Air Ground Task Force (MAGTF) contracting officer, Staff Judge Advocate (SJA), and comptroller, as required.
4. Coordinate linkup between the Foreign Nation Support (FNS) requester and the resource provider.
5. Monitor follow-on actions associated with the request/offer of Host Nation Support (HNS).
6. Compile accurate records of all actions associated with the Host Nation Support (HNS) request/offer.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD); Access to the Staff Judge Advocate (SJA); Mission

0530-CAAC-1008: Direct a Civil-Military Operations Center (CMOC)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an expeditionary environment, the Operation Order (OPORD)/Operation Plan (OPLAN), the references, commander's guidance, administrative materials, End User Computer Equipment (EUCE) and software, area map(s) and handbook(s), tent/shelter, map and information boards, tables and chairs.

STANDARD: Per the references, in performance step sequence, in the time allotted by the commanding officer, according to the commander's guidance.

PERFORMANCE STEPS:

1. Ensure manning levels support operation.
2. Ensure accuracy and currency of staff journals, situation maps, and information boards.
3. Continually assess the operational situation.
4. Submit reports to higher headquarters, as required.
5. Execute force protection measures.
6. On behalf of the supported commander, establish communications and coordination with Non-Governmental Organizations (NGOs), International Organizations (IOs), Other Governmental Agencies (OGAs), Foreign Nation (FN) civilians making inquiries for assistance
7. Execute security measures.
8. Maintain CMOC battle rhythm.
9. Reorganize the CMOC, as required.
10. Reconfigure the CMOC, as required.

REFERENCES:

1. AUDIOVISUAL PRODUCTS #710611 Civil-Military Operations Center(CMOC),Part 1
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCWP 3-33.1 MAGTF Civil Affairs
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area Handbook(s); Area map(s); Command guidance; End User Computer Equipment (EUCE); Information boards; Map boards; Marine Corps authorized software; Operation Plan (OPLAN); Operation Order (OPORD); Tables/Chairs; Tent/Shelter

0530-CAAC-1009: Establish a Civil-Military Operations Center (CMOC)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an expeditionary environment, the Operation Order (OPORD), the references, commander's guidance, administrative materials, End User Computer Equipment (EUCE) and software, area map(s) and handbook(s), tent/shelter, map and information boards, tables.

STANDARD: So that the CMOC is manned, equipped, and prepared to coordinate civil-military operations (CMO) for the supported commander within 24 hours.

PERFORMANCE STEPS:

1. Ensure CMOC area is secure.
2. Identify functional capabilities requiring representation.
3. Establish functional cells, as identified.
4. Determine communication, equipment, and supply requirements.
5. Determine available sites and shelter resources.
6. Ensure the establishment and maintenance of staff journals, situation maps, and information boards.
7. Ensure appropriate signs identify and direct civilian and military personnel to the Civil-Military Operations Center (CMOC).

REFERENCES:

1. AUDIOVISUAL PRODUCTS #710611 Civil-Military Operations Center (CMOC), Part 1
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); Command guidance; End User Computer Equipment (EUCE); Information boards; Map boards; Marine Corps authorized software; Operation Order (OPORD); Tables/Chairs; Tent/Shelter; Area Handbook(s)

0530-CAAC-1010: Establish relations with Non-Governmental Organizations (NGO), Other Governmental Organizations (OGA), International Organizations (IO), and local civil authorities

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational scenario, the references, Operation Order (OPORD), administrative materials, area map(s), small token gift(s) (if appropriate), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, small token gifts and an interpreter.

STANDARD: Per the references, in performance step sequence in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Identify the local civil authorities, Non-Governmental Organization (NGO) personnel, Other Governmental Agency (OGA) personnel, International Organization (IO) personnel, and local civilian leaders.
2. Meet with the individuals identified in Step 1.

3. Conduct introductions in a congenial, businesslike manner consistent with the culture.
4. Explain the procedures for contacting the Marine Air Ground Task Force (MAGTF) Civil Affairs (CA) section.
5. Present a small token gift, if appropriate, on behalf of the Marine Air Ground Task Force (MAGTF) commander, consistent with the culture.
6. Brief the organizational representatives on the Civil-Military Operations (CMO) mission as it pertains to their particular organization.
7. Obtain each organization's estimate of its capabilities, resources, and deficiencies.
8. Make no commitments to the individuals regarding the Marine Air Ground Task Force's (MAGTF) ability to provide support.
9. Request feedback from the organizations' representatives regarding treatment of the population, cultural considerations, and effects of planned military operations on the civilian populace.
10. Solicit input from the civil authorities regarding additional individuals and agencies to contact.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Area map(s); End User Computer Equipment (EUCE); Interpreter; Marine Corps authorized software; Small token gift(s); Administrative materials; Operation Order (OPORD)

0530-CAAC-1011: Integrate with the supported staff

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Assigned duties as a civil-military operations (CMO) officer or member of a CMO staff section on a supported unit staff, given commander's guidance, supported unit command policies and standing operating procedures (SOPs), selected organizational materials and equipment, and selected doctrinal references.

STANDARD: To become a functional and productive member or element of the supported staff within 24 hours of arrival.

PERFORMANCE STEPS:

1. Identify the type and level of the supported staff.
2. Comply with supported command policies and SOPs.
3. Review common staff and staff officer responsibilities and duties found in FM 101-5.

4. Obtain copies of supported command policies or SOPs prior to and in coordination with the supported staff.
5. Determine what full-time position or function on the supported staff is responsible for Civil Affairs (CA) and CMO planning.
6. Determine what planning and plan review processes this staff undertakes.
7. Determine how the CMO officer and CA planning team participate in the campaign/operation plan review cycle and contingency planning cycle.
8. Determine where the CMO officer and CA planning team physically set up to integrate into the operational configuration of the supported staff.
9. Determine what kind of equipment and/or resources the CMO officer and CA planning team need to be fully functional with the supported staff.
10. Modify individual/team operations to comply with those of the supported organization.
11. Review the principles of group dynamics and the stages of group development that will facilitate integration with the supported staff during each of the stages.
12. Prepare a briefing for the supported commander and staff to facilitate the forming stage to include the purpose, mission, capabilities, requirements, and benefits that the CMO officer and CA planning team bring to the organization.
13. Rehearse managing conflict during the forming phase with professionalism to include being patient, encouraging open discussion of the issues, and continuously educating fellow staff members on how CA activities and CMO relate to their staff functions.
14. Identify indicators of the norming stage when collaboration becomes a staff norm.
15. Share information.
16. Receive feedback from fellow staff members.
17. Identify indicators of the performing stage, which is characterized by productivity.
18. Prepare milestones and measures of effectiveness for separation and transition during the adjourning stage.
19. Report to the supported commander.
20. Introduce yourself and the CA planning team.
21. Obtain the initial commander's guidance for integrating with the supported staff.
22. Coordinate a time to present briefing to the commander and supported staff.
23. Brief the commander and supported staff at the coordinated time.
24. Make the commander aware of CA and CMO issues.
25. Obtain the commander's assistance for any unresolved issues.
26. Conduct a reconnaissance of the area to become oriented to the environment in which the CA planning team will be operating.
27. Determine key points of contact (POCs) among the supported staff, the staffs of higher and lower organizational levels, lateral and local civil agencies, nongovernmental organizations (NGOs), and so on.
28. Obtain locations of higher and lower organizational levels, lateral and local civil agencies, and NGOs via map reconnaissance and physical reconnaissance.
29. Obtain threat levels, off-limits areas, rules of engagement (ROE), uniform and security requirements within the security perimeter, and movement of officers outside the security perimeter.
30. Obtain locations of logistics and administrative support activities; for example, fuel point, postal distribution center, sundry items purchase, laundry and bath facilities, gymnasium, and so on.

31. Establish operations with the supported unit or organization according to the priorities of work established by unit or team SOP.
32. Integrate into the security plan of the supported staff according to supported unit SOP.
33. Introduce planning team members to all supported staff.
34. Become a part of the staff information loop, headcount, and unit order of movement.
35. Establish communications and digital connections with the supported unit, as applicable.
36. Establish communications and digital connections with lower, adjacent, and higher level CA elements, as applicable.
37. Establish communications and digital connections with key civilian agencies in the area of operation (AO), as applicable.
38. Coordinate with supported unit to fill equipment shortfalls, as required.
39. Set up map board with overlays showing the tactical situation (for example, location of all units and maneuver graphics), and the civil situation (for example, CMO graphics showing locations of civil areas, structures, capabilities, organizations, people, and events in the AO that effect military operations).
40. Synchronize with the battle rhythm of the supported staff; for example, establish shifts for 24-hour operations and internal report and briefing schedules to feed supported staff's report and briefing schedule.
41. Determine where the CMO officer will appear in the daily briefing to the supported commander.

REFERENCES:

1. FM 101-5 Staff Organization and Operations
2. FM 3-05.40 Civil Affairs Operations
3. JP 3-57 Joint Doctrine for Civil Military Operations
4. MCRP 3-33.1A Civil Affairs Operations
5. MCWP 3-33.1 MAGTF Civil Affairs
6. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD)

0530-CAAC-1012: Manage Civil-Military Operations Information

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT, GYSGT, MSGT, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: While serving in a Civil-Military Operations Center (CMOC), given a mission statement, daily Civil-Military reports, assessments and estimates, a database of previously collected civil information, reference materials, pencil, paper, and supervisor's guidance.

STANDARD: Accurately manage civil-military operations (CMO) information in accordance with (IAW) supervisor's guidance in performance step sequence in order to enable the CMOC to clearly portray the current civil-military common operating picture (COP) in the area of operations.

PERFORMANCE STEPS:

1. Format a daily SitRep that effectively summarizes all important CA events and maintain a log of all SitReps.
2. Identify civil-military information requirements.
3. Identify information sources.
4. Collect civil information.
5. Develop the current civil-military common operating picture.
6. Disseminate civil information to relevant higher, lower and adjacent units.
7. Update existing civil information data.
8. Protect Civil Affairs (CA)/CMO information.
9. Maintain CA/CMO information.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. FM 3-05.401 Civil Affairs Tactics, Techniques, and Procedures
3. FM 34-130 Intelligence Preparation of the Battlefield
4. JP 1-02 DOD Dictionary of Military and Associated Terms
5. JP 3-57 Joint Doctrine for Civil Military Operations
6. JP 3-57.1 Joint Doctrine for Civil Affairs
7. MCRP 3-33.1A Civil Affairs Operations
8. STP 41-38A14-SM-TG Soldier's Manual and Trainer's Guide MOS 38A
9. Unit SOP

0530-CAAC-1013: Operate a Civil Affairs (CA) Operations Cell

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an expeditionary environment, the Operation Order (OPORD), the references, commander's guidance, administrative materials, End User Computer Equipment (EUCE) and software, journal book, area map(s), tent/shelter, map and information boards, tables, and chairs.

STANDARD: Per the references, in performance step sequence, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Obtain turnover brief.
2. Review journal book from previous shift.
3. Review current operations (next 12 hours).
4. Review future operations.
5. Conduct prioritized responses.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. FMFM 3-1 Command and Staff Action
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Command guidance; End User Computer Equipment (EUCE); Information boards; Journal book; Map boards; Operation Order (OPORD); Tables/Chairs; Tent/Shelter; Area map(s); Marine Corps authorized software

0530-CAAC-1014: Prepare a Civil Affairs Annex

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a field environment and given commander's guidance, a refined transition plan (for example, operation order OPORD]/fragmentary order [FRAGORD], representatives of government organizations [GOs], non-government organizations [NGOs], international organizations, and/or the indigenous populace), and CMO planner's notes from the MCPP.

STANDARD: In performance step sequence, in accordance with commander's intent, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Review the commander's intent for CMO, the CMO estimate of the situation, selected COA, and CMO planner's notes from the mission analysis, COA development and war-gaming processes.
2. Identify specified, implied, and critical CA tasks.
3. Identify specified, implied, and critical CMO tasks.
4. Identify CA priorities of effort and CMO measures of effectiveness (MOEs).
5. Identify status and availability of attached CA forces.
6. Determine the CA mission statement.
7. Determine the supported commander's intent for CA.
8. Determine the concept of the CA operation, including CA priorities of effort.
9. Assign CA tasks to attached CA forces.
10. Coordinate assignment of CMO tasks to non-CA forces with appropriate staff officers.
11. Ensure tasks are reflected in the appropriate sections of the OPLAN and/or OPORD (for example, Tasks to Subordinate Units paragraph of paragraph 3 of the base plan/order and in the appropriate annexes to the base plan and the coordinating instructions paragraph of the CA annex).
12. Determine service support information applicable to the CA operation.
13. Determine command and signal information applicable to the CA operation.
14. Write the CA annex

15. Use appendixes to address major portions of the plan (for example, lines of operation) in more detail.
16. Draft foreign nation support plan.
17. Draft populace and resources control plan.
18. Draft dislocated civilian plan.
19. Draft noncombatant evacuation plan.
20. Draft humanitarian assistance plan.
21. Draft Military civic action plan.
22. Draft emergency services plan.
23. Draft support to civil administration plan.
24. Draft transition plan.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. MCRP 3-33.1A Civil Affairs Operations
5. MCWP 3-33.1 MAGTF Civil Affairs
6. MCWP 5-1 Marine Corps Planning Process
7. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD)

0530-CAAC-1015: Provide initial civil administration in enemy territory

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a hostile or potentially hostile scenario with communications, administration, logistics, intelligence, and rear area security mechanisms in place; tactical and intelligence situation reports; the references; administrative materials; access to appropriate civilian leaders and authorities, End User Computer Equipment (EUCE), software, area maps, and an Operations Order (OPORD).

STANDARD: Per the references and in compliance with operational law (OPLAW) and U. S., Allied, and Foreign Nation (FN) policies and objectives, so that there is no vacuum of civil authority for so long as the commanding officer determines.

PERFORMANCE STEPS:

1. Find, contact and assess the capabilities of the existing civil administration.
2. Support existing civil authorities or develop a civilian administration plan and coordinate it with MAGTF commander and other relevant agencies.

3. Conduct on-site interviews to verify the location of existing government agencies, identifying their structures and key personnel.
4. Identify specific requirements for reinforcing and restoring civil administration within the operational area.
5. Assist the Foreign Nation (FN) in developing a plan to restore civil administration within its operational area.
6. Integrate existing local laws into the civil administration plan, unless absolutely prevented from doing so.
7. Establish procedures for protection of any critical infrastructure, to include archives.
8. Establish binding proclamations ordinances, orders and instructions in concert with the military commander of the AO, IO and PSYOPS upon the populace.
9. Determine the degree of influence, supervision, and control required by those elements responsible for executing the civil administration plan.
10. Arrange for the earliest possible transfer of authority to civilian agencies.
11. Coordinate for psychological operations (PSYOP) support in order to inform the population.
12. Ensure the civil administration operations support U. S., Foreign Nation (FN), and Allied civil authority.
13. Identify the population's requirement for emergency supplies, using local resources first, and arrange for their equitable distribution.
14. Plan and supervise rationing programs.
15. Arrange salvage of captured supplies for use by the civilian population.
16. Identify the post-conflict requirement for assistance with an aim to supporting the civil authorities providing the requirements in concert with NGO and PVO assistance.
17. Estimate the civilian sector's requirement for additional health service support.
18. Analyze the communications facilities' and postal services' locations, functions, means, and techniques.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. HAGUE CONVENTION OF 1907 (IV) Article 43, Embodying the Regulations Respecting the Laws and Customs of War on Land
5. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
6. MCWP 3-33.1 MAGTF Civil Affairs
7. International law, treaties, and U. S. policies
8. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD); End User Computer Equipment (EUCE)

20 Aug 07

0530-CAAC-1016: Transfer Civil-Military Tasks to Government or Non-government Organizations (GOs or NGOs), International Organizations, or the Indigenous Populace

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a field environment and given commander's guidance, a refined transition plan (for example, operation order OPORD]/fragmentary order [FRAGORD], representatives of government organizations [GOs], non-government organizations [NGOs], international organizations, and/or the indigenous populace), and civil-military tasks that must be transferred from military responsibility or control to civilian responsibility or control.

STANDARD: In performance step sequence, in accordance with commander's intent, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Review the transition plan.
2. Synchronize transition tasks to maximize information superiority.
3. Meet the incoming organization.
4. Orient the incoming organization to the area, including an introduction to all the essential players of military and civilian organizations remaining in the area.
5. Orient the incoming organization to the activity or task. This includes exchanging standards, requirements, procedures, routine and recurring events, and other information critical to the conduct of the activity or task. Demonstrate the activity or task, if possible.
6. Observe the incoming organization in performing the activity or task.
7. Monitor the criteria (measures of effectiveness [MOEs]) established to determine when the incoming organization will assume control of the activity or task.
8. Transfer the task or tasks according to the plan.
9. Conduct an after action review and write an after action report.
10. Redeploy.
11. Provide reachback support to the incoming organization as directed or required (for example, periodic MOE review and/or validation, and theater engagement plans).

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. MCRP 3-33.1A Civil Affairs Operations
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD)

0530-CAOR-1021: Support the establishment and maintenance of a judicial system in the Area of Responsibility (AOR)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational scenario, relevant and timely intelligence summaries, access to the Staff Judge Advocate (SJA) and Provost Marshal's Office (PMO), access to the appropriate civilian leaders and civil authorities, Operation Order (OPORD), area study, the references, administrative materials, End User Computer Equipment (EUCE) and software, tourist guidebook(s), country handbook(s), and overlay material.

STANDARD: Per the references, in compliance with all international laws, treaties, and applicable agreements, so that there are judges and an appeals process, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Locate and assess the structure and capabilities of the existing judicial system.
2. Support the reestablishment of the judiciary or identify special requirements for a judicial system consistent with cultural norms.
3. Identify and locate Foreign Nation (FN) judicial personnel.
4. Integrate, within constraints of the military mission, the civil and military judicial systems, if necessary.
5. Coordinate with Staff Judge Advocate (SJA) and Provost Marshal's Office (PMO) for compliance with all international laws, treaties, and applicable agreements.

REFERENCES:

1. DA PAM 27-1 Treaties Covering Land Warfare
2. FM 27-10 Law of Land Warfare
3. GENEVA CONVENTION OF 1949 (IV) Relative to the Protection of Civilian Persons in Time of War
4. HAGUE CONVENTION OF 1907 (IV) Article 43, Embodying the Regulations Respecting the Laws and Customs of War on Land
5. SOFA/CIVIL AFFAIRS AGREEMENTS Status Of Forces/Civil Affairs Agreements
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the Provost Marshal Office (PMO); Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area study; Country handbook(s); Intelligence summaries; Marine Corps authorized software; Operation Order (OPORD); Tourist guidebook(s); Access to the Staff Judge Advocate (SJA); End User Computer Equipment (EUCE)

0530-CAOR-1022: Conduct a town meeting

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given administrative materials, End User Computer Equipment (EUCE) and software, appropriate meeting location/facilities, area map(s), access to appropriate civilian leaders and civil authorities, interpreter (if required), audiovisual equipment/tapes (if needed), the references and other equipment.

STANDARD: Per the references, in performance step sequence, at a time established by the commanding officer.

PERFORMANCE STEPS:

1. Assess status of local leadership and mood of the people.
2. Evaluate the necessity and purpose of conducting a town meeting, and desired end state.
3. Locate and assess suitable location that can be properly secured.
4. Ensure the town meeting will benefit the Marine Corps and U. S. interests.
5. Choose an agenda for the town meeting that addresses the concerns of the particular audience in attendance.
6. Choose an appropriate location and time for the meeting which enhances audience attendance. If necessary, conduct several smaller town meetings so as not to exclude any particular group from attendance.
7. Advertise the town meeting utilizing all available media, in concert with IO and PSYOPS.
8. Provide for crowd control by coordinating with local civil authorities, if necessary.
9. Ensure nothing is offered that cannot be delivered simply and quickly to alleviate short term needs.
10. Utilize loudspeakers, if necessary.
11. Publish and disseminate the accurate minutes of events that transpired at the town meeting immediately after the meeting to dispel any rumors.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. FMFM 3-53 Psychological Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Marine Corps authorized software; Meeting location/facility; Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Interpreter; Audiovisual equipment/tapes

0530-PLAN-1031: Advise Marine Air Ground Task Force (MAGTF) Commander on the moral and legal obligations to the public

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational scenario, the references, Operation Order (OPORD), country handbook(s), access to the Staff Judge Advocate (SJA), administrative materials, area map(s), and End User Computer Equipment (EUCE) and software.

STANDARD: Per the references, applying all appropriate law/treaties/agreements/U. S. policies to the given facts of a situation in a timely and accurate manner, so that the commander is aware of all obligations and all questions have been answered.

PERFORMANCE STEPS:

1. In close coordination with the Staff Judge Advocate (SJA), review the appropriate Civil Affairs (CA) and Status of Forces Agreements (SOFAs), international law, applicable treaties, and U. S. policies.
2. Analyze the impact of the mission on the civilian populace including: a. Civilian casualty figures. b. Property destruction. c. Infrastructure disruption.
3. Identify legal and moral limits on military operations, in close coordination with SJA.
4. Identify minimum restrictions and requirements for Humanitarian Assistance (HA).
5. Brief the supported commander on the impact of military operations on the civilian populace, to include community and media perspectives, and identifying legal and moral obligations and considerations.
6. Recommend changes to the Operation Order (OPORD), as necessary.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. GENEVA CONVENTION OF 1949 (III) Relative to the Treatment of Prisoners of War
5. GENEVA CONVENTION OF 1949 (IV) Relative to the Protection of Civilian Persons in Time of War
6. HAGUE CONVENTION OF 1907 (IV) Article 43, Embodying the Regulations Respecting the Laws and Customs of War on Land
7. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
8. MCWP 3-33.1 MAGTF Civil Affairs
9. ROE Rules of Engagement
10. SOFA/CIVIL AFFAIRS AGREEMENTS Status Of Forces/Civil Affairs Agreements
11. International law, treaties, and U. S. policies
12. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the Staff Judge Advocate (SJA); Administrative materials; Area map(s); Country handbook(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

0530-PLAN-1032: Advise the Marine Air Ground Task Force (MAGTF) commander on the impact of the legal aspects of Civil-Military Operations (CMO)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational scenario, the references, Operation Order (OPORD), country handbook(s), administrative materials, area map(s), access to Staff Judge Advocate (SJA), and End User Computer Equipment (EUCE) and software.

STANDARD: Per the references, applying all appropriate law/treaties/agreements/U. S. policies to the given facts of a situation in a timely and accurate manner, prior to operations so that all the commander's questions are answered.

PERFORMANCE STEPS:

1. Analyze the Civil-Military Operations (CMO) mission.
2. Review, in conjunction with the Staff Judge Advocate (SJA), the appropriate agreements, international law, applicable treaties, and U. S. policies.
3. Brief the supported commander on the legal aspects of Civil-Military Operations (CMO) as it relates to the Marine Air Ground Task Force (MAGTF).

REFERENCES:

1. AUDIOVISUAL PRODUCTS #710501 Civil-Military Operations (CMO) - Estimate of the Situation
2. FM 19-40 Enemy Prisoners of War/Civilian Internees
3. FM 27-10 Law of Land Warfare
4. FM 3-05.40 Civil Affairs Operations
5. GENEVA CONVENTION OF 1949 (III) Relative to the Treatment of Prisoners of War
6. GENEVA CONVENTION OF 1949 (IV) Relative to the Protection of Civilian Persons in Time of War
7. HAGUE CONVENTION OF 1907 (IV) Article 43, Embodying the Regulations Respecting the Laws and Customs of War on Land
8. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
9. MCWP 3-33.1 MAGTF Civil Affairs
10. ROE Rules of Engagement
11. SOFA/CIVIL AFFAIRS AGREEMENTS Status Of Forces/Civil Affairs Agreements
12. International law, treaties, and U. S. policies
13. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the Staff Judge Advocate (SJA); Administrative materials; Area map(s); Country handbook(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

0530-PLAN-1033: Coordinate Civil-Military Operations (CMO) with higher and adjacent staffs and Civil Affairs (CA) units

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational scenario, the references, commander's guidance, Operation Order (OPORD), administrative materials, and End User Computer Equipment (EUCE) and software.

STANDARD: Per the Operation Order (OPORD) and commander's guidance, so that all higher and adjacent staffs and CA units are notified and acknowledge receipt of coordination.

PERFORMANCE STEPS:

1. Obtain appropriate plans and estimates from higher and adjacent staffs and Civil Affairs (CA) units pertaining to their organization's capabilities and support requirements.
2. Brief the Marine Air Ground Task Force (MAGTF) commander on coordination accomplishments and coordination impediments.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Command guidance; Marine Corps authorized software; Operation Order (OPORD); End User Computer Equipment (EUCE)

0530-PLAN-1034: Develop a civil information program

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the Marine Air Ground Task Force (MAGTF) mission; the references; administrative materials; End User Computer Equipment (EUCE) and software; area map(s); country handbook(s); access to appropriate civilian leaders and civil authorities; access to the Staff Judge Advocate (SJA) and State Department representative(s), Psychological Operations Officer (PSYOP), and Public Affairs Officer (PAO); interpreter (if required); and access to information requiring dissemination.

STANDARD: Per the references, in compliance with all applicable international treaties and agreements, and in support of the Marine Air Ground Task Force (MAGTF) mission, in performance step sequence, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Review international laws, treaties, and agreements applicable to civil information.
2. Consult with the Staff Judge Advocate (SJA) and State Department representatives on the legal aspects of Civil Affairs (CA) activities pertaining to the mission.
3. Identify and establish liaison with civil agencies and key officials involved with the civil information.
4. Identify target audiences.
5. Prepare information programs.
6. Determine correct media sources.
7. Conduct public opinion polls and research.
8. Develop community relations plans.
9. Develop plans for the operation of public and private communications media in the Area of Operations (AO).
10. Assess capabilities and availability of civil information resources.
11. Develop plans to obtain access to media facilities.
12. Allocate supplies, services, and materials necessary for the operation of the media.
13. Develop plans for the review and censorship of civil information media.
14. Recommend security measures for the protection of media systems.
15. Determine the competence and reliability of civil media personnel.
16. Ensure the civil information program will distribute and disseminate information, including civil defense warnings and information, through both private and public agencies.
17. Ensure CMO, IO and PsyOp coordinate efforts and programs with each other.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. International law, treaties, and U. S. policies
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to State Department representative(s); Access to the Psychological Operations Officer (PSYOP); Access to the Public Affairs Officer (PAO); Access to the Staff Judge Advocate (SJA); Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); Country handbook(s); End User Computer Equipment (EUCE); Information for dissemination; Interpreter; Marine Corps authorized software; Mission

0530-PLAN-1035: Develop a local civil defense plan

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a hostile or potentially hostile scenario with communications, administration, logistics, intelligence, and rear area security mechanisms in place; intelligence and tactical situation reports; the references; administrative materials; End User Computer Equipment (EUCE) and references

STANDARD: Per the references, in performance step sequence, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Assess the existing civil defense structure.
2. Assess availability/adequacy of shelters, emergency food, water, sanitation, medical care, and evacuation routes.
3. Identify and assist local civil defense officials in the development and/or implementation of a civil defense plan.
4. Establish a warning/communication system IOT ensure seamless communications between military, government and civilian populations.
5. Establish an Emergency Operations Center (EOC).
6. Coordinate additional support from area commanders.
7. Coordinate civilian and military assets to assist the area commander in accomplishing civil defense.
8. Assist the Rear Area Operations Center (RAOC) in planning and coordinating the integration of civilian activities and resources into rear battle and damage control plans.
9. Advise the commander, in coordination with the Staff Judge Advocate (SJA), of legal limits imposed on his authority during civil disturbance operations.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. FM 3-5 NBC Decontamination
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCWP 3-33.1 MAGTF Civil Affairs
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD); Access to the Staff Judge Advocate (SJA); Access to the appropriate civilian leaders and civil authorities; Administrative materials; Audiovisual equipment/tapes; End User Computer Equipment (EUCE); Area map(s)

0530-PLAN-1036: Establish the Civil Affairs (CA) Operations Cell

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an expeditionary environment, the Operation Order (OPORD), the references, commander's guidance, administrative materials, End User Computer Equipment (EUCE) and software, area map(s), map overlays, tent/shelter, map and information boards, tables, and chairs.

STANDARD: Per the references, in performance step sequence, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Establish connectivity with the supported military headquarters.
2. Establish watchbill, as required.
3. Ensure manning levels support operation.
4. Ensure accuracy and currency of staff journals, situation maps, and information boards.
5. Continually assess the operational situation.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCWP 3-33.1 MAGTF Civil Affairs
6. MCWP 5-1 Marine Corps Planning Process
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Map boards; Map overlays; Marine Corps authorized software; Operation Order (OPORD); Tent/Shelter; Information boards; Tables/Chairs

0530-PLAN-1037: Plan a Civil-Military Operation (CMO)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's guidance, area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, and the references.

STANDARD: Per the references, during the planning process, in the time allotted by the commanding officer, ensuring the Civil Affairs (CA) plan supports the commander's mission.

PERFORMANCE STEPS:

1. Evaluate the command's Civil Affairs (CA) requirements for the current military operation.

2. Evaluate Civil Affairs (CA) manpower status.
3. Develop a Civil Affairs (CA) plan for submission to the Marine Air Ground Task Force (MAGTF) staff.
4. Ensure Force preparation.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCRP 3-33.1A Civil Affairs Operations
6. MCWP 3-33.1 MAGTF Civil Affairs
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Area map(s); Command guidance; End User Computer Equipment (EUCE); Marine Corps authorized software; Administrative materials; Operation Order (OPORD)

0530-PLAN-1038: Prepare Civil-Military Operation (CMO) estimate of the situation

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given commander's guidance, an operational scenario, the references, administrative materials, area map(s), the Operation Order (OPORD), and End User Computer Equipment (EUCE) and software.

STANDARD: Per the references, ensuring the estimate includes an analysis of all elements of the Civil-Military Operation (CMO) and includes a recommendation of a Course of Action (COA) based on current information/analysis.

PERFORMANCE STEPS:

1. Gather available information to support the needs and objectives of the commander's stated mission.
2. Analyze mission considerations from the standpoints of: a. Intelligence. b. Tactics. c. Personnel. d. Logistics. e. Communications.
3. Ensure the Civil-Military Operation (CMO) estimate includes the following elements: Disposition and status of Civil Affairs (CA) elements and related significant military and nonmilitary elements (e.g., engineers, Military Police (MP), medical)
4. Analyze Courses of Action (COAs) by considering all aspects of the Civil-Military Operations (CMO) situation in the Area of Responsibility (AOR) and note any problems and deficiencies.
5. Evaluate the Courses of Action (COAs) under consideration and recommend a COA.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCWP 3-33.1 MAGTF Civil Affairs
6. ROE Rules of Engagement
7. SOFA/CIVIL AFFAIRS AGREEMENTS Status Of Forces/Civil Affairs Agreements
8. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); Command guidance; End User Computer Equipment (EUCE); Operation Order (OPORD); Marine Corps authorized software

0530-PLAN-1039: Prepare a Civil-Military Operations (CMO) Fragmentary Order (FRAGO)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational scenario, the references, Operation Order (OPORD), sample Fragmentary Order (if available), administrative materials, area map(s), and End User Computer Equipment (EUCE) and software.

STANDARD: Per the references, in performance step sequence, ensuring the Fragmentary Order (FRAGO) reflects current/ongoing Civil Affairs (CA) operations pertaining to the mission.

PERFORMANCE STEPS:

1. Brief the supported commander on any planned/ongoing Civil Affairs (CA) operations.
2. Collect feedback from subordinate units regarding Civil Affairs (CA) issues.
3. Evaluate the feedback from subordinate units.
4. Develop appropriate changes to Annex G (Civil Affairs) of the Operation Order (OPORD).
5. Update Civil-Military Operations (CMO) estimates, as needed.
6. Advise the supported commander of any required modifications to the execution plan.
7. Issue Fragmentary Orders (FRAGOs), as necessary.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCWP 3-33.1 MAGTF Civil Affairs

6. MCWP 5-1 Marine Corps Planning Process
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD); Sample Fragmentary Order (FRAGO)

0530-PLAN-1040: Write a Civil Affairs (CA) Annex (Annex G) to an Operation Order (OPORD)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given commander's guidance, an operational scenario, the references, administrative materials, area map(s), the Operation Order (OPORD), Sample Annex G (if available), and End User Computer Equipment (EUCE) and software.

STANDARD: Per the references, during the planning process, in the time allotted by the commanding officer, ensuring the Annex G lists specific Civil Affairs (CA) tasks to be accomplished in support of the mission.

PERFORMANCE STEPS:

1. Analyze the supported unit's mission.
2. Develop a concept of Civil Affairs (CA) support for the mission.
3. Prepare a Civil-Military Operations (CMO) estimate to determine the Civil Affairs (CA) mission.
4. Develop a task organization.
5. List specific tasks to be accomplished.
6. Complete draft Annex G (Civil Affairs).
7. Submit Annex G for staffing.
8. Submit Annex G to the commander for approval.
9. Request additional Civil Affairs (CA) assets, if required.

REFERENCES:

1. AUDIOVISUAL PRODUCTS #710501 Civil-Military Operations (CMO) - Estimate of the Situation
2. FM 19-40 Enemy Prisoners of War/Civilian Internees
3. FM 27-10 Law of Land Warfare
4. FM 3-05.40 Civil Affairs Operations
5. FMFM 3-1 Command and Staff Action
6. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
7. MCWP 3-33.1 MAGTF Civil Affairs
8. MCWP 5-1 Marine Corps Planning Process
9. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); Command guidance; End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD); Sample Annex G

0530-PLAN-1041: Prepare a Civil-Military Operations Estimate

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a field environment and given commander's guidance, a refined transition plan (for example, operation order OPORD]/fragmentary order [FRAGORD], representatives of government organizations [GOs], non-government organizations [NGOs], international organizations, and/or the indigenous populace), and civil-military tasks that must be transferred from military responsibility or control to civilian responsibility or control.

STANDARD: In performance step sequence, in accordance with commander's intent, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Gather copy of the higher headquarters' order or plan, with graphics.
2. Gather maps of the AO.
3. Gather SOPs of the supported unit, the higher headquarters, and the supporting CA unit.
4. Gather appropriate FMs.
5. Gather any existing CMO estimates and area assessments. At a minimum, the CA planners should have conducted an analysis of civil areas, structures, capabilities, organizations, people, and events (CASCOPE) for the AO.
6. Gather additional tools determined to be useful according to team experience and CA unit SOP for the particular type of mission.
7. Review the tools required for the mission analysis.
8. Participate in the mission analysis process for the supported unit's mission according to MCWP 5-1.
9. Analyze the higher headquarters' order.
10. Conduct initial intelligence preparation of the battlespace (IPB).
11. Determine specified, implied, and essential tasks.
12. Review available assets.
13. Determine constraints.
14. Identify critical facts and assumptions.
15. Conduct risk assessment.
16. Determine initial commander's critical information requirements (CCIR).
17. Determine the initial reconnaissance annex.
18. Plan use of available time.
19. Write the restated mission.
20. Conduct a mission analysis briefing.
21. Approve the restated mission.
22. Develop the initial commander's intent.
23. Issue the commander's guidance.
24. Issue a warning order.
25. Review facts and assumptions.

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26. Initiate the CMO estimate by using the results of steps 1 and 2 and the CMO estimate format found in FM 3-05.40.
27. Determine CA priorities of effort and CMO measures of effectiveness (MOEs).
28. Participate in course of action (COA) development according to MCWP 5-1.
29. Analyze relative combat power.
30. Generate options.
31. Array initial forces.
32. Develop the scheme of maneuver.
33. Assign headquarters.
34. Prepare COA statements and sketches.
35. Participate in COA analysis according to MCWP 5-1.
36. Analyze COAs from the civil-component perspective.
37. Role-play civilian leaders and individual groups of civilians that will be encountered in the AO.
38. Develop critical civilian decision points in relation to the friendly and enemy COAs.
39. Project civilian reactions to both friendly and enemy actions.
40. Project civilian losses due to expected collateral damage.
41. Wargame CA priorities of effort and CMO MOE.
42. Finalize CA priorities of effort and CMO MOE.
43. Refine CMO estimate.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. MCRP 3-33.1A Civil Affairs Operations
5. MCWP 3-33.1 MAGTF Civil Affairs
6. MCWP 5-1 Marine Corps Planning Process
7. ROE Rules of Engagement
8. SOFA/CIVIL AFFAIRS AGREEMENTS Status Of Forces/Civil Affairs Agreements
9. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD)

0530-PREP-1051: Conduct Civil Affairs Assessments

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING:

CONDITION: In a field environment and given commander's guidance, an operations order (OPORD) with a detailed Civil Affairs (CA) annex, an objective that requires a CA assessment, selected doctrinal references, flashlight, and lensatic compass.

STANDARD: In performance step sequence, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Determine type of CA assessment; for example, preliminary or deliberate.
2. Conduct a preliminary assessment upon receipt of mission.
3. Analyze known information about the situation or conditions in the area of operations (AOs).
4. Research current data and statistics pertaining to the designated area, using the CA area assessment format found in FM 41-10 and the principles of mission, enemy, terrain and weather, troops and support available time available, and civil considerations (METT-TC) for analyzing a situation.
5. Review the AO commander's strategic intent and operational focus.
6. Read the primary planning document (for example, campaign plan, operation plan [OPLAN], theater engagement plan [TEP], concept plan [CONPLAN], functional plan, supporting plan, or OPORD).
7. Read all supporting references, annexes, and appendixes to the primary planning document for assumptions and activities related to CA and CMO.
8. Validate the accuracy of these assumptions and activities.
9. Establish a civil-military operations center (CMOC) for coordination with nonmilitary organizations.
10. Maintain a civil-military operations center (CMOC) for coordination with nonmilitary organizations.
11. Analyze the geographic area of operations defined in the primary planning document according to METT-TC (civil areas, structures, capabilities, organizations, people, and events [CASCOPE]), focusing on the strategic level civil considerations.
12. Analyze and archive reports from the field.
13. Catalog resources and points of contact that will be useful in updating future plans and conducting future operations.
14. Relate United States policy, goals, and objectives to the current situation.
15. Review the national security strategy.
16. Review the national military strategy.
17. Review unilateral, bilateral, and multilateral treaties and agreements of the UN to which the United States is signatory.
18. Review guidance from Chairman of the Joint Chiefs of Staff.
19. Review alliance and coalition plans, as applicable.
20. Determine the number, type, and capabilities of assigned or apportioned assets to meet the known challenges of the assigned mission.
21. Identify specified, implied, and essential CMO tasks for military forces.
22. Identify specified, implied, and essential CA tasks for CA forces.
23. Apportion CA forces against CA task requirements and ensure they are included in the time-phased force and deployment data (TPFDD).
24. Incorporate assessment results into the CMO estimate process.
25. Incorporate CMO considerations into the primary planning document, and supporting annexes and appendixes, as appropriate, for example, rules of engagement (ROE), indirect fires, information operations, logistics, interagency operations, and civil-engineering support.
26. Conduct a deliberate assessment upon entry into an AO or as directed.
27. Prepare an assessment plan that includes the composition of assessment team, including specialties required for specific tasks.
28. Determine what information to gather by using the factors of CASCOPE.
29. Determine the most likely source (person, place, event, and reference) from which to obtain the information.

30. Prepare a list of questions to ask or observations to make for the source that supports the information requirements.
31. Engage the source (for example, research references, observe activities, and interview individuals).
32. Compile the results.
33. Report the results according to unit standing operating procedure (SOP).
34. Conduct an initial assessment.
35. Maintain awareness of the security situation at all times.
36. Visit locations that will most likely provide the required information.
37. Determine actual conditions of the area, as directed by the mission statement, to confirm or deny assumptions made during the preliminary assessment.
38. Determine resources required to conduct emergency relief operations or additional, more detailed surveys, as applicable.
39. Report results to tasking headquarters according to unit SOP.
40. Conduct a survey.
41. Maintain awareness of the security situation at all times.
42. Visit locations that will most likely provide the required information.
43. Refer to detailed checklists to ensure all aspects of the objective are scrutinized appropriately, as directed by the mission statement.
44. Conduct interviews with key personnel.
45. Use prepared questions.
46. Report results to tasking headquarters according to unit SOP.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. MCRP 3-33.1A Civil Affairs Operations
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD)

0530-PREP-1052: Conduct a Civil Affairs (CA) command orientation

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the references, administrative materials, End User Computer Equipment (EUCE) and software, and appropriate audiovisual equipment.

STANDARD: Per the references, ensuring the orientation reflects the mission, roles, capabilities, and limitations of Civil Affairs (CA) as it pertains to Marine Air Ground Task Force (MAGTF) support.

PERFORMANCE STEPS:

1. Review the references.
2. Evaluate the command's Civil-Military Operations (CMO) knowledge base.
3. Write a narrative to address key points.
4. Prepare orientation materials (e.g., charts, slides, handouts, etc.).
5. Rehearse orientation.
6. Deliver orientation, utilizing videotapes and visual aids, as appropriate.
7. Provide a copy of the Civil Affairs Group (CAG) Standing Operating Procedures (SOP) to the command staff.
8. Request feedback from audience and incorporate appropriate suggestions into future orientations.

REFERENCES:

1. AUDIOVISUAL PRODUCTS #710578 Dislocated Civilian Operations
2. FM 19-40 Enemy Prisoners of War/Civilian Internees
3. FM 27-10 Law of Land Warfare
4. FM 3-05.40 Civil Affairs Operations
5. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
6. MCRP 3-33.1A Civil Affairs Operations
7. MCRP 5-12.1A The Law of Land Warfare
8. MCWP 3-33.1 MAGTF Civil Affairs
9. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: End User Computer Equipment (EUCE); Marine Corps authorized software

0530-PREP-1053: Conduct an Area Assessment

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational scenario, relevant and timely intelligence summaries, the references, administrative materials, End User Computer Equipment (EUCE) and software, area map(s), tourist guidebook(s), local telephone book(s), country handbooks(s), and overlay material.

STANDARD: Per the references, verifying and validating population demographics; civilian supply; Arts, Monuments, and Archives (AMA); communications; public utilities; probable routes of civilian movement; and the civilian infrastructure.

PERFORMANCE STEPS:

1. Procure on-site current standard/nonstandard map(s) and tourist guide(s), as required for the area assessment.
2. Conduct an on-site study of the Area of Responsibility (AOR), validating and verifying the following elements: a. Population Demographics, b. Sources of Civilian Supply, c. Locations of Culturally Significant Locations, d. Communication Assets, e. Location and Condition of Public

- Utilities, f. Probable Routes of Civilian Transportation, g. Civilian Infrastructure.
3. Validate and verify the social, cultural, religious, and ethnic practices that may impact the mission.
 4. Validate the general health of the population.
 5. Update the overlays depicting the data developed in the area study.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); Country handbook(s); End User Computer Equipment (EUCE); Intelligence summaries; Local telephone book(s); Marine Corps authorized software; Tourist guidebook(s); Overlay material

0530-PREP-1054: Deliver a Civil Affairs (CA) situation brief

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an ongoing operational scenario requiring an update of the status of Civil Affairs (CA) operations, the references, administrative materials, End User Computer Equipment (EUCE) and software, Operation Order (OPORD), area map(s), and commander's guidance.

STANDARD: Per the references, ensuring the brief provides current, accurate information pertinent to the mission.

PERFORMANCE STEPS:

1. Review the references.
2. Brief the location of all Civil Affairs (CA) elements.
3. Present the current civilian situation including:
 - a. Attitude of the local population.
 - b. Ability of the local population to care for itself.
 - c. Capability of local government to function.
 - d. Both formal and informal Civilian leadership.
4. Identify civilian resources available for military use.
5. Identify any significant civil-military events of the past 24 hours.
6. Explain the ability of civilians to care for themselves for the next 48 hours.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs

5. MCWP 3-33.1 MAGTF Civil Affairs
6. SOFA/CIVIL AFFAIRS AGREEMENTS Status Of Forces/Civil Affairs Agreements
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); Command guidance; End User Computer Equipment (EUCE); Marine Corps authorized software; Operational scenario; Operation Order (OPORD)

0530-PREP-1055: Develop an area study

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational scenario, the references, administrative materials, End User Computer Equipment (EUCE) and software, local telephone book(s), area map(s), tourist guidebook(s), country handbook(s), and overlay material.

STANDARD: Per the references, ensuring identification of population demographics; civilian supply; Arts, Monuments, and Archives (AMA); communications; public utilities; probable routes of civilian movement; and the civilian infrastructure.

PERFORMANCE STEPS:

1. Gather the appropriate standard/nonstandard map(s) and tourist guide(s) required for a map study of the Area of Responsibility (AOR).
2. Conduct a map study of the Area Of Responsibility (AOR) identifying the following elements: a. Population demographics. b. Sources of civilian supply. c. Locations of Arts, Monuments, and Archives (AMA).
3. Identify the social, cultural, religious, and ethnic practices that may impact the mission.
4. Determine the general health of the population.
5. Identify the local government structure and policies which may impact the military mission.
6. Determine how the population receives information.
7. Prepare appropriate overlays to depict the data developed in the area study.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

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MATERIAL: Administrative materials; Area map(s); Country handbook(s); End User Computer Equipment (EUCE); Local telephone book(s); Marine Corps authorized software; Overlay material; Tourist guidebook(s)

0530-PREP-1056: Evaluate Civil-Military Measures of Effectiveness

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING:

CONDITION: In a field environment, given a civil decisive point in a selected civil-military line of operation, and a "measures of effectiveness" (MOEs) evaluation plan.

STANDARD: In performance step sequence, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Review evaluation plan.
2. Ask: Who will observe the MOEs?
3. Ask: When the MOEs will be observed?
4. Ask: How the MOEs will be observed?
5. Ask: Where the observation will be made?
6. Ask: Who will approve/validate achievement of the MOEs?
7. Ask: What actions will be taken when the MOEs are satisfactorily achieved?
8. Evaluate the MOEs according to the evaluation plan.
9. Determine mission success or shortfalls.
10. Take action according to the plan.
11. Determine options that consider: monitoring the operation and reevaluating at a later time.
12. Determine options that consider: accepting the results and implementing fragmentary orders for follow-on actions.
13. Determine options that consider: determining cause and effect and implementing branches or sequels to the plan or developing a new plan to achieve the same or refined MOEs.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JP 3-57 Joint Doctrine for Civil Military Operations
3. MCRP 3-33.1A Civil Affairs Operations
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD).

0530-PREP-1057: Identify funding sources in Civil Affairs (CA) activities

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 2NDLT, 1STLT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the references, area map(s), appropriate Operation Order(s) (OPORDs), access to SJA, and administrative materials.

STANDARD: Per the references, prior to operations, in writing.

PERFORMANCE STEPS:

1. Research governmental and non-governmental funding sources for civil affairs (CA) funds.
2. Identify limitations on uses of funds.
3. Explain which Civil Affairs (CA) activities can be funded from Title 10 USC 401.
4. Coordinate with SJA to identify the requirements for legal operations under Title 10 USC.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. TITLE 10 USC 401 Title 10 (Armed Forces) United States Code Chapter 401 (Training Generally)
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); Operation Order (OPORD)

0530-PREP-1058: Integrate with the supported staff

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Assigned duties as a civil-military operations (CMO) officer or member of a CMO staff section on a supported unit staff. Given commander's guidance, supported unit command policies and standing operating procedures (SOPs), selected organizational materials and equipment, and selected doctrinal references.

STANDARD: to become a functional and productive member or element of the supported staff within 24 hours of arrival.

PERFORMANCE STEPS:

1. Identify the type and level of the supported staff.
2. Review common staff and staff officer responsibilities and duties found.

3. Comply with supported command policies and SOPs.
4. Obtain copies of supported command policies or SOPs.
5. Determine what full-time position or function on the supported staff is responsible for Civil Affairs (CA) and CMO planning.
6. Determine what planning and plan review processes this staff undertakes.
7. Determine how the CMO officer and CA planning team participate in the campaign/operation plan review cycle and contingency planning cycle.
8. Determine where the CMO officer and CA planning team physically set up to integrate into the operational configuration of the supported staff.
9. Determine what kind of equipment and/or resources the CMO officer and CA planning team need to be fully functional with the supported staff.
10. Modify individual/team operations to comply with those of the supported organization.
11. Review the principles of group dynamics and the stages of group development that will facilitate integration with the supported staff during each of the stages.
12. Prepare a briefing for the supported commander and staff to facilitate the forming stage.
13. Rehearse managing conflict during the storming phase with professionalism.
14. Identify indicators of the norming stage when collaboration becomes a staff norm.
15. Identify indicators of the performing stage, which is characterized by productivity.
16. Prepare milestones and measures of effectiveness for separation and transition during the adjourning stage.
17. Report to the supported commander.
18. Introduce yourself and the CA planning team.
19. Obtain the initial commander's guidance for integrating with the supported staff.
20. Coordinate a time to present the briefing prepared in step 4a to the commander and supported staff.
21. Brief the commander and supported staff at the coordinated time.
22. Make the commander aware of CA and CMO issues.
23. Obtain the commander's assistance for any unresolved issues.
24. Conduct a reconnaissance of the area to become oriented to the environment in which the CA planning team will be operating.
25. Determine assigned billeting and workspace areas.
26. Determine the location of the civil-military operations center (CMOC) and other high visibility areas, conference rooms, and so on.
27. Obtain copies of policies and SOPs not received during predeployment preparation.
28. Determine key points of contact (POCs) among the supported staff, the staffs of higher and lower organizational levels, lateral and local civil agencies, nongovernmental organizations (NGOs), and so on.
29. Obtain locations of higher and lower organizational levels, lateral and local civil agencies, and NGOs via map reconnaissance and physical reconnaissance.
30. Obtain threat levels, off-limits areas, rules of engagement (ROE), uniform and security requirements within the security perimeter, and movement of officers outside the security perimeter.
31. Obtain locations of logistics and administrative support activities; for example, fuel point, postal distribution center, sundry items purchase, laundry and bath facilities, gymnasium, and so on.
32. Establish operations with the supported unit or organization according to the priorities of work established by unit or team SOP.

33. Integrate into the security plan of the supported staff according to supported unit SOP.
34. Introduce planning team members to all supported staff.
35. Become a part of the staff information loop, headcount, and unit order of movement.
36. Set up tent for CMOC if a hard site is unavailable or inappropriate.
37. Establish communications and digital connections with the supported unit, as applicable.
38. Establish communications and digital connections with lower, adjacent, and higher level CA elements, as applicable.
39. Establish communications and digital connections with key civilian agencies in the area of operation (AO), as applicable.
40. Set up work area with all additional equipment needed to operate effectively, such as facsimile (fax), computers, and furniture.
41. Coordinate with supported unit to fill shortfalls, as required.
42. Set up map board with overlays showing the tactical situation (for example, location of all units and maneuver graphics), and the civil situation (for example, CMO graphics showing locations).
43. Synchronize with the battle rhythm of the supported staff.
44. Determine where the CMO officer will appear in the daily briefing to the supported commander.

REFERENCES:

1. FM 101-5 Staff Organization and Operations
2. FM 3-05.40 Civil Affairs Operations
3. JP 3-57 Joint Doctrine for Civil Military Operations
4. MCRP 3-33.1A Civil Affairs Operations
5. MCWP 3-33.1 MAGTF Civil Affairs
6. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD).

CIVIL AFFAIRS T&R MANUAL

CHAPTER 5

MOS 0531 INDIVIDUAL EVENTS

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CIVIL AFFAIRS T&R MANUAL

CHAPTER 5

MOS 0531 INDIVIDUAL EVENTS

5000. PURPOSE. The purpose of 1000-level training is to provide the knowledge and skills required to perform as a Civil Affairs Noncommissioned Officer.

5001. EVENT CODING

Events in the T&R Manual are depicted with a 12 field alphanumeric system, i.e. 0531-CAAC-1001. This chapter utilizes the following methodology:

a. Field one - Each event in this chapter begins with "0531" indicating that the event is for Civil Affairs Officers.

b. Field two - This field is alpha characters indicating a functional area. Functional areas for Civil Affairs Officers are:

CAAC - Civil Affairs Activities
CAOR - Civil Affairs Outreach
PLAN - Planning
PREP - Preparation

c. Field three - This field provides numerical sequencing.

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5003. INDEX OF EVENTS BY FUNCTIONAL AREA

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0531-CAAC-1004	Assess utility of port and public works facilities for military use or control	5-9
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5004. 1000 LEVEL INDIVIDUAL EVENTS

0531-CAAC-1001: Arrange salvage of captured supplies for use by civilians

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given captured supplies, area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, and the references.

STANDARD: Per the references, ensuring an equitable distribution of supplies, without graft, theft or waste.

PERFORMANCE STEPS:

1. Identify captured supplies and materials available for civilian use.
2. Establish criteria for use by the civilian population.
3. Permit Non-Governmental Organizations (NGOs), Other Governmental Agencies (OGAs), International Organizations (IOs), and other individuals to request materials.
4. Determine most equitable distribution of materials.
5. Coordinate with SMEs concerning the inspection of the supplies and the best means to distribute the supplies.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); Captured supplies; End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

0531-CAAC-1002: Assess civilian medical requirements

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to

appropriate civilian leaders and civil authorities, access to Preventive Medical Officer(s), area study, and the references.

STANDARD: Per the references, so that all major maladies and trends requiring medical care are matched to available medical capabilities.

PERFORMANCE STEPS:

1. Review the area assessment for names and locations of key health officials.
2. Identify medical requirements of the civilian population.
3. Identify shortfalls not met by local health resources.

REFERENCES:

1. CONTROL OF COMMUNICABLE DISEASES MANUAL Civilian reference by Abram Benenson (Editor), 1995 (16th edition), American Public Health Association
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 4-11.1 Health Service Support Operations
5. REFUGEE HEALTH Civilian reference: Refugee Health: An Approach to Emergency Situations, 1997, by The Doctors Without Borders USA
6. WHERE THERE IS NO DOCTOR Civilian reference: Where There Is No Doctor: A Village Health Care Handbook by David Werner, et al. (May 1992)
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area study; Area map(s); End User Computer Equipment (EUCE); Operation Order (OPORD); Access to the appropriate civilian leaders and civil authorities; Marine Corps authorized software

0531-CAAC-1003: Assess medical support capabilities

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, area study, access to medical officer(s), and the references.

STANDARD: Per the references, to include all performance steps, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Review the area study for the names and locations of key health officials.
2. Establish liaison with the Foreign Nation's (FN) health agencies.
3. Evaluate the Foreign Nation's (FN) health agencies.
4. Evaluate the International Organizations (IOs), Non-Governmental Organizations (NGOs), and Other Governmental Agencies (OGAs) health

- services support capabilities.
5. Determine the condition of the health facilities.
 6. Document the medical personnel's qualifications.
 7. Determine the availability of health resources.
 8. Provide results of assessment to supported commander (e.g., surgeon, medical logistics element, G-4, etc.).

REFERENCES:

1. CONTROL OF COMMUNICABLE DISEASES MANUAL Civilian reference by Abram Benenson (Editor), 1995 (16th edition), American Public Health Association
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 4-11.1 Health Service Support Operations
5. REFUGEE HEALTH Civilian reference: Refugee Health: An Approach to Emergency Situations, 1997, by The Doctors Without Borders USA
6. WHERE THERE IS NO DOCTOR Civilian reference: Where There Is No Doctor: A Village Health Care Handbook by David Werner, et al. (May 1992)
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area study; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

0531-CAAC-1004: Assess utility of port and public works facilities for military use or control

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given access to port and public works facilities, area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, area study, and overlay materials.

STANDARD: In performance step sequence, in the time allotted by the commanding officer, per the references.

PERFORMANCE STEPS:

1. Review the area study for the names and locations of key port and public utilities officials.
2. Identify the types, locations, capabilities, and military usefulness of port and public works facilities and utilities to include: a. Electrical power generation and distribution systems. b. Water systems. c. Sanitation systems.
3. Establish liaison with the public works, port, and utility agencies.
4. Coordinate military civil engineer support to determine capabilities of port, public works facilities, and utilities.
5. Create overlays and charts for dissemination of the information, as

- required.
6. Develop plans for the screening of public works and utilities personnel to determine their competency and reliability.
 7. Analyze the dependability of the cooperation from local agencies and area residents.
 8. Document findings on resource cards.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to port and public work facilities; Access to the appropriate civilian leaders and civil authorities; Area study; Area map(s); End User Computer Equipment (EUCE); Local telephone book(s); Marine Corps authorized software; Overlay material; Electronic Resource card(s); Administrative materials; Operation Order (OPORD)

0531-CAAC-1005: Conduct civilian supply activities

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), access to civilian supply, administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, resource card(s), and the references.

STANDARD: Per the references, ensuring the security of the supplies and an equitable distribution of materials so there is no graft, theft or waste.

PERFORMANCE STEPS:

1. Identify the agencies and key officials involved with civilian supply.
2. Liaison with the key officials of the Foreign Nation's (FN) civilian supply agencies.
3. Establish a system to inventory available resources.
4. Establish procedures to determine the critical commodities in short supply.
5. Develop a method of distribution.
6. Establish a plan to provide security measures to protect storage facilities and distribution points.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs

4. International law, treaties, and U. S. policies
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to civilian supply; Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD); Resource card(s)

0531-CAAC-1006: Control all arms, ammunition, implements of war, and contraband items

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, access to the Staff Judge Advocate (SJA) and State Department representatives, property receipts, access to Information Ops (IO) resources, and the references.

STANDARD: Per the references, so there is no loss from theft, graft or waste.

PERFORMANCE STEPS:

1. Determine which items constitute contraband.
2. Consult with the Staff Judge Advocate (SJA) and State Department representatives on the legal aspects of contraband and its seizure.
3. Publish proclamations establishing arms, ammunition, and contraband control and penalties for possession.
4. Offer amnesty for voluntary turn-in of banned items.
5. Maximize public awareness via Information Operation activities to facilitate public awareness of prohibited items and contraband.
6. Coordinate with local civilian police and Military Police (MP) to establish joint roadblocks and checkpoints.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the Staff Judge Advocate (SJA); Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); Marine Corps authorized software; Operation Order (OPORD); Property receipts; Access to State Department representative(s); End User Computer Equipment (EUCE)

0531-CAAC-1007: Control supply distribution

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), access to civilian supply, area study, administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, resource card(s), property receipts and the references.

STANDARD: Per the references, so there is not loss from theft, graft or waste.

PERFORMANCE STEPS:

1. Develop plans to prevent black market activities including: a. Price controls. b. Distribution mechanisms. c. Redistribution.
2. Forecast commodity shortfalls.
3. Identify commodity warehousing (hoarding).
4. Obtain excess commodities from Foreign Nationals (FN) by confiscation or purchase.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area study; Area map(s); Marine Corps authorized software; Operation Order (OPORD); Property receipts; Electronic Resource Card(s); Access to civilian supply; End User Computer Equipment (EUCE)

0531-CAAC-1008: Coordinate acquisition of medical support for civilians from Non-Governmental Organization (NGO), International Organizations (IO), and Other Governmental Agencies (OGA)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), the appropriate administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, and the references.

STANDARD: Per the references, ensuring all appropriate agencies are contacted and available resources are allocated based on need, without theft, graft or waste.

PERFORMANCE STEPS:

1. Liaison with Non-Governmental Organizations (NGOs), Other Governmental Agencies (OGAs), International Organizations (IOs), and local civil authorities to coordinate acquisition of required resources.
2. Coordinate transfer of supplies to identified end user.

REFERENCES:

1. CONTROL OF COMMUNICABLE DISEASES MANUAL Civilian reference by Abram Benenson (Editor), 1995 (16th edition), American Public Health Association
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 4-11.1 Health Service Support Operations
5. REFUGEE HEALTH Civilian reference: Refugee Health: An Approach to Emergency Situations, 1997, by The Doctors Without Borders USA
6. WHERE THERE IS NO DOCTOR Civilian reference: Where There Is No Doctor: A Village Health Care Handbook by David Werner, et al. (May 1992)
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

0531-CAAC-1009: Coordinate civilian public health and sanitation services

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, access to a Preventive Medicine Officer and the references.

STANDARD: Per the references, so that all personnel in the AO have access to all coordinated services.

PERFORMANCE STEPS:

1. Analyze the organization and functions of civilian public health and sanitation agencies.
2. Prepare plans to prevent, control, and treat communicable diseases.
3. Plan measures for protecting food and water supplies.
4. Leverage Information Operations to ensure local ordinances are informing civilians of medical and sanitary measures are made public.
5. Educate indigenous personnel on personal hygiene.
6. Ensure human excreta and other dangerous waste materials are safely

- disposed.
7. Provide plan for food sanitation.
 8. Identify breeding places of disease-carrying insects.
 9. Identify hazards from animals and marine life.
 10. Enforce quarantine regulations.

REFERENCES:

1. CONTROL OF COMMUNICABLE DISEASES MANUAL Civilian reference by Abram Benenson (Editor), 1995 (16th edition), American Public Health Association
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 4-11.1 Health Service Support Operations
5. REFUGEE HEALTH Civilian reference: Refugee Health: An Approach to Emergency Situations, 1997, by The Doctors Without Borders USA
6. WHERE THERE IS NO DOCTOR Civilian reference: Where There Is No Doctor: A Village Health Care Handbook by David Werner, et al. (May 1992)
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

0531-CAAC-1010: Coordinate emergency relief supplies/distribution from U. S., Host Nation (HN), Foreign Nation (FN), or other sources

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, access to the SJA, and the references.

STANDARD: Per the references, ensuring the relief supplies are protected and distributed in relation to civilian needs, without theft, graft or waste.

PERFORMANCE STEPS:

1. Determine the number and location of needy civilian personnel.
2. Determine the specific type of assistance needed (e.g., food, clothing, medical, etc.).
3. Determine legal obligations, based on international law, treaties, and agreements.
4. Request LNO establish liaison with the Foreign Nation's (FN) public welfare agencies.
5. Determine the availability of welfare supplies and facilities.
6. Establish liaison with U. S., Host Nation (HN), or other sources of relief supplies.
7. Plan the establishment of emergency centers to house and feed civilians.

8. Plan the distribution of welfare and relief supplies.
9. Establish distribution centers, if necessary.
10. Determine how to transport the relief supplies.
11. Establish a plan to provide security measures to protect storage facilities and distribution points.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. International law, treaties, and U. S. policies
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

0531-CAAC-1011: Coordinate news conferences in conjunction with the Public Affairs Officer (PAO)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given control of civilian communications media, area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, access to the Public Affairs Officer, information for dissemination, audiovisual equipment, and the references.

STANDARD: Per the references, ensuring that all news conferences are conducted with the knowledge of the PAO, that the conferences only disseminate information supporting the military mission, without divulging any unauthorized information.

PERFORMANCE STEPS:

1. Identify the available media resources.
2. Obtain access to media facilities.
3. Provide input to the Public Affairs Officer (PAO) to include: a. Appropriate audiences for various Public Affairs (PA) messages. b. Evaluation of media personnel's attitudes toward the Americans and the military operation.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the Public Affairs Officer (PAO); Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); Audiovisual equipment/tapes; End User Computer Equipment (EUCE); Information for dissemination; Marine Corps authorized software; Military control of civilian assets; Operation Order (OPORD)

0531-CAAC-1012: Coordinate public safety activities

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, resource card(s), and the references.

STANDARD: Per the references, ensuring all elements of public safety are evaluated and incorporated into a public safety assistance plan.

PERFORMANCE STEPS:

1. Identify public safety agencies.
2. Document findings on resource cards.
3. Establish liaison with public safety agencies.
4. Evaluate the Foreign Nation's (FN) public safety system.
5. Determine the availability of public safety resources.
6. Determine the capabilities of the public safety agencies (e.g., police, fire fighting, emergency rescue agencies, penal institutions, etc.).
7. Review civilian public safety plans.
8. Identify military forces requiring liaison with public safety agencies.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Electronic Resource card(s); Operation Order (OPORD)

0531-CAAC-1013: Coordinate the procurement of civilian labor to assist military forces

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), the appropriate administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, access to the Staff Judge Advocate (SJA), access to the Contracting Officer, access to the G-4, area study, resource card(s), telephone book(s), and the references.

STANDARD: Per the references, ensuring available civilian labor resources are allocated to the highest priority military labor projects.

PERFORMANCE STEPS:

1. Analyze the military requirement for civilian labor.
2. Establish priorities for the use of civilian labor, based on the commander's guidance.
3. Review Foreign Nation's (FN) labor laws and agreements.
4. Determine the legal restrictions affecting the use of Foreign Nation (FN) labor, in conjunction with the Staff Judge Advocate (SJA).
5. Review the area study for names and locations of key labor officials.
6. Establish liaison with Foreign Nation's (FN) labor agencies.
7. Determine whether the civilian labor agencies can support the military's labor requirements.
8. Determine the number of available skilled workers, by required occupations.
9. Determine the presence of labor unions.
10. Determine the effect labor unions could have on labor negotiations.
11. Determine the amount of political influence labor unions (if present) possess.
12. Document findings on resource cards.
13. Determine the resources needed to conduct training, including instructor and linguistic requirements.
14. Coordinate training of unskilled personnel, as required.
15. In conjunction with the G-4, allocate civilian labor resources to fill supported command's priorities.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. MCWP 3-33.1 MAGTF Civil Affairs
4. International law, treaties, and U. S. policies
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the Contracting Officer; Access to the G-4; Access to the Staff Judge Advocate (SJA); Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area study; Area map(s);

End User Computer Equipment (EUCE); Local telephone book(s); Marine Corps authorized software; Operation Order (OPORD); Resource card(s)

0531-CAAC-1014: Coordinate with Key Personnel on Civil Affairs Operations and/or Civil-Military Operations

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING:

CONDITION: Given ongoing military operations, representatives from military and nonmilitary organizations participating in or affected by the military operations, and the commander's intent for civil-military operations (CMO).

STANDARD: In performance step sequence, in the time allotted by the commanding officer, so that all identified key personnel are contacted.

PERFORMANCE STEPS:

1. Identify specified and implied CA and CMO tasks.
2. Identify individuals or organizations that can support, hinder, or be affected by CA and CMO tasks.
3. Consider the following: personalities, positions, status, command and control structure, operations, goals, and objectives, resources, needs and wants.
4. Contact the point of contact (POC) to exchange coordination requirements identified.
5. Prepare a coordination plan that prioritizes coordination efforts, establishes a coordination timeline, and addresses methods of contact with key personnel.
6. Refine overall mission plan based on results of coordination effort.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JP 3-57 Joint Doctrine for Civil Military Operations
3. MCRP 3-33.1A Civil Affairs Operations
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD).

0531-CAAC-1015: Develop a Civil Affairs Collection Plan

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: CA information collection activities encompass the complete spectrum of cultural, social, political, and economic issues. The CA collection plan provides a framework that collection managers can use to determine and evaluate information needs. In addition to evaluating information needs, the CA planners coordinate assets, prioritize work efforts, establish continuity files, establish and evaluate measures of effectiveness (MOEs), and share information with other agencies, for example, military intelligence assets and counterintelligence assets.

GRADES: SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING:

CONDITION: Given priority information requirements (PIRs) and information requirements (IRs), indicators, specific information requirements (SIRs), specific orders and requests (SORs), a blank collection plan work sheet, a list of collection agencies, operations order, and the references.

STANDARD: In performance step sequence, with a complete the "collection plan work sheet", within two hours.

PERFORMANCE STEPS:

1. Complete the collection plan work sheet.
2. Identify the purpose of a Civil Affairs (CA) collection plan.
3. List the commander's PIRs and IRs in the order of their importance.
4. List the indicators that would support the PIRs and IRs.
5. List the SIRs and SORs that would confirm or deny indicators.
6. List all available agencies that can be employed in the collection of required information.
7. Identify each unit that can acquire the specific information sought.
8. Identify the units actually selected that will be assigned collection action.
9. List the place and time to report information.
10. Enter applicable remarks.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. FM 34-2 Collection Management and Synchronization Planning
3. GTA 41-01-001 Civil Affairs Planning and Execution Guide
4. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software.

0531-CAAC-1016: Disseminate information through public and private agencies

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given control of civilian communications media, area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, access to Psychological Operations, and information that is cleared by the Intelligence officer and PAO for general distribution.

STANDARD: So that all agencies have access to all cleared information and actually broadcast or distribute the information given them.

PERFORMANCE STEPS:

1. Identify the target audience.
2. Select the most effective media source for the target audience.
3. Prepare information programs to disseminate.
4. Obtain access to media facilities.
5. Allocate supplies, services, and materials necessary for the operation of the media.
6. Distribute necessary information through both private and public agencies, utilizing IO and PSYOPs as appropriate.
7. Conduct public opinion polls and research to determine the effectiveness of the disseminated information.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Military control of civilian assets; Operation Order (OPORD); Printed media; Access to the Psychological Operations Officer (PSYOP); Access to the Public Affairs Officer (PAO); Administrative materials; Area map(s); End User Computer Equipment (EUCE); Information for dissemination; Marine Corps authorized software; Access to the appropriate civilian leaders and civil authorities; Loudspeakers

0531-CAAC-1017: Facilitate the resettlement or return of Dislocated Civilians (DC) to their homes

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, map of Dislocated Civilian (DC) refugee camp, Dislocated Civilians (DCs) in need of resettlement, and the references.

STANDARD: Per the references, ensuring compliance with international law, treaties, and U. S. policies, so that all DC in the AO live in a culturally appropriate home.

PERFORMANCE STEPS:

1. Review, in coordination with the Staff Judge Advocate (SJA), the international law and agreements pertaining to Dislocated Civilians (DCs).
2. Report and identify Dislocated Civilians (DCs) who are unable to return home to team leader.
3. Report and identify Dislocated Civilians (DCs) who are able to return home to team leader.
4. Move DCs unable to return home to an appropriate location away from DCs who are able to return home.
5. Identify and acquire resources and transportation equipment needed to enable eligible DC to return home.
6. Implement plans for the final disposition of Dislocated Civilians (DCs).

REFERENCES:

1. AUDIOVISUAL PRODUCTS #710578 Dislocated Civilian Operations
2. FM 19-40 Enemy Prisoners of War/Civilian Internees
3. FM 27-10 Law of Land Warfare
4. FM 3-05.40 Civil Affairs Operations
5. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
6. MCWP 3-33.1 MAGTF Civil Affairs
7. UNHCR HANDBOOK Office of the United Nations High Commissioner for Refugees Handbook
8. USAID DART HANDBOOK U. S. Agency for International Development Disaster Assistance Response Team (DART) handbook
9. International law, treaties, and U. S. policies
10. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Dislocated Civilians (DC); Area map(s); End User Computer Equipment (EUCE); Map of Dislocated Civilian (DC) refugee camp; Marine Corps authorized software; Operation Order (OPORD)

0531-CAAC-1018: Maintain a Civil Affairs (CA) journal

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, a journal book, access to a Civil Affairs (CA) team, and the references.

STANDARD: Per the references, ensuring all CA events are recorded immediately, verbatim, without embellishment or editorial commentary.

PERFORMANCE STEPS:

1. Utilize the journal format established in the Standing Operating Procedures (SOP).
2. Assess the feasibility of maintaining journal on computer.
3. Summarize detailed messages, reports, and conversations on one side of the

- journal.
4. Attach the messages, reports, and conversation notes on the other side of the journal.
 5. Assign reference numbers to each message, report, or note.
 6. Record action taken in each instance, whether filed, forwarded, added to situation map, etc.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to Civil Affairs (CA) team; Administrative materials; Area map(s); Journal book; End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

0531-CAAC-1019: Manage Civil-Military Operations Information

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SGT, SSGT, GYSGT, 1STSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: While serving in a Civil-Military Operations Center (CMOC), given a mission statement, daily Civil-Military reports, assessments and estimates, a database of previously collected civil information, reference materials, pencil, paper, and supervisor's guidance.

STANDARD: In accordance with supervisor's guidance, in performance step sequence in order to enable the CMOC to clearly portray the current civil-military common operating picture (COP) in the area of operations.

PERFORMANCE STEPS:

1. Identify information requirements.
2. Identify commander's critical information requirements.
3. Identify essential elements of friendly information.
4. Review assessments.
5. Identify information sources, including: civilians, documents, newspapers, nongovernmental organizations, U.S. military reports, host nation military personnel.
6. Protect Civil Affairs (CA)/CMO information.
7. Protect classification.
8. Protect operations security.
9. Protect signal security.
10. Protect physical security.
11. Protect personnel security.
12. Maintain CA/CMO information.
13. Maintain daily journal.
14. Maintain CA workbook.

15. Maintain situation map.
16. Maintain protected target list.
17. Maintain electronic resource card file.
18. Maintain message log.
19. Maintain required messages.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. SECNAVINST 5510.36 Dept of the Navy Information and Personnel Security Program Regulations
3. Unit SOP

0531-CAAC-1020: Operate temporary camps for Dislocated Civilians (DC)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, Dislocated Civilians (DCs) requiring refuge, map of Dislocated Civilian (DC) refugee camp, and the references.

STANDARD: Per the references, ensuring compliance with international law, treaties, and U. S. policies, so that all DC in the AO have shelter.

PERFORMANCE STEPS:

1. Locate the camp close to evacuation means but away from military targets.
2. Consider availability of food, water, power, medical support, and waste disposal in selection of camp location.
3. Establish policy for procuring resources and providing these for Dislocated Civilian (DC) use.
4. Utilize existing facilities, when possible.
5. Utilize Dislocated Civilians (DCs), local agencies, and government employees to construct and administer the camps.
6. Organize the camp into separate groups (i.e., unaccompanied males, unaccompanied females, unaccompanied children, and families).
7. Ensure each camp does not exceed 5,000 persons.
8. Provide a minimum standard of care, per the Office of the United Nations High Commissioner for Refugees (UNHCR) handbook.
9. Maximize the use of non-military assets in the operation of the camp.
10. Delegate responsibility for screening, medical care, preventive medicine, veterinary services, supply, security, transportation, and information dissemination to the camp administration.
11. Establish guidelines for the transition of control over Dislocated Civilian (DC) camps to Host Nation (HN), coalition, allied, and Non-Governmental Organizations (NGOs).

REFERENCES:

1. AUDIOVISUAL PRODUCTS #710578 Dislocated Civilian Operations

2. CONTROL OF COMMUNICABLE DISEASES MANUAL Civilian reference by Abram Benenson (Editor), 1995 (16th edition), American Public Health Association
3. FM 19-40 Enemy Prisoners of War/Civilian Internees
4. FM 27-10 Law of Land Warfare
5. FM 3-05.40 Civil Affairs Operations
6. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
7. MCWP 3-33.1 MAGTF Civil Affairs
8. REFUGEE HEALTH Civilian reference: Refugee Health: An Approach to Emergency Situations, 1997, by The Doctors Without Borders USA
9. UNHCR HANDBOOK Office of the United Nations High Commissioner for Refugees Handbook
10. USAID DART HANDBOOK U. S. Agency for International Development Disaster Assistance Response Team (DART) handbook
11. WHERE THERE IS NO DOCTOR Civilian reference: Where There Is No Doctor: A Village Health Care Handbook by David Werner, et al. (May 1992)
12. International law, treaties, and U. S. policies
13. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); Dislocated Civilians (DC); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD); Tent/Shelter; Access to the appropriate civilian leaders and civil authorities; Map of Dislocated Civilian (DC) refugee camp

0531-CAAC-1021: Prepare a Trip Report

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a completed mission, reference materials and supervisor's guidance.

STANDARD: In the correct format, within 24 hours of the completion of the trip.

PERFORMANCE STEPS:

1. Prepare a summary of the trip.
2. Prepare general information about the trip.
3. Collect issues raised during the trip.
4. Prepare a conclusion about the trip.
5. Draft the report.
6. File the report.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
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0531-CAAC-1022: Prepare a periodic Civil Affairs (CA) report

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), the appropriate administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, journal book, the references, information in the following categories: demographics; civil supply; public utilities; health services.

STANDARD: Per the references, on time according to the battle rhythm, ensuring all information from all categories is current, without typographical or grammatical error.

PERFORMANCE STEPS:

1. Utilize the format established in the Standing Operating Procedures (SOP).
2. Describe the Civil Affairs (CA) situation at the end of the specified period, including principal incidents and events, locations of CA units, and operational changes affecting the CA mission.
3. Describe functional area changes relative to the last Civil Affairs (CA) report.
4. Provide recommendations pertaining to: a. Force attitudes and behavior. b. Adding or lifting civilian controls. c. Other pertinent Civil Affairs (CA) functional areas.
5. Submit the report to higher headquarters, as required.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Journal book; Marine Corps authorized software; Operation Order (OPORD); Pertinent information

0531-CAAC-1023: Prepare damage claim forms

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, access to Staff Judge Advocate (SJA), access to local civilians, a camera and locally approved

damage claim forms.

STANDARD: Per the references, ensuring the forms comply with Staff Judge Advocate (SJA) guidance and are written in the local language(s), are completely filled out, with photographs attached.

PERFORMANCE STEPS:

1. Determine the methods used to report and record damage to civilian property, in conjunction with the Staff Judge Advocate (SJA).
2. Develop damage claim forms (in local languages), in conjunction with the Staff Judge Advocate (SJA).
3. Provide the damage claim forms, with instructions, to Marines and civilians.
4. Assist local civilians in filling out and processing the damage claim forms, with the assistance of interpreters, as required.
5. Take statements, via interpreters, as necessary.
6. Turn all forms and statements over to the Staff Judge Advocate (SJA) for processing.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to local civilians; Access to the Staff Judge Advocate (SJA); Administrative materials; Area map(s); Camera and film; Damage Claim form(s); End User Computer Equipment (EUCE); Interpreter; Marine Corps authorized software; Operation Order (OPORD); Access to the appropriate civilian leaders and civil authorities

0531-CAAC-1024: Protect Arts, Monuments, and Archives (AMA) and other cultural properties from destruction/theft/damage

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s); administrative materials; Operation Order (OPORD); End User Computer Equipment (EUCE) and software; Arts, Monuments, and Archives (AMA); tourist guidebook(s); oral reports concerning Arts, Monuments, and Archives (AMA); access to cultural properties.

STANDARD: Per the references, ensuring compliance with international law, treaties, and U. S. policy, so that all identified AMA are secure without destruction, theft or damage.

PERFORMANCE STEPS:

1. Consult with the Staff Judge Advocate (SJA) and state department

- representatives on the legal aspects of Arts, Monuments, and Archives (AMA).
2. Identify the locations of Arts, Monuments, and Archives (AMA) in the Area of Operations (AO), using tourist guidebook(s), map(s), oral reports, etc.
 - a. Identify the Foreign Nation's (FN) monuments and art treasures designated per United Nations Ed
 3. Identify the key officials of the Arts, Monuments, and Archives (AMA) agencies.
 4. Establish liaison with the Foreign Nation's (FN) Arts, Monuments, and Archives (AMA) agencies.
 5. Identify the facilities available for Arts, Monuments, and Archives (AMA) protection.
 6. Identify the condition of these protected facilities.
 7. Recommend collection points for Arts, Monuments, and Archives (AMA) objects.
 8. Prepare plans to inventory, store, mark, and secure Arts, Monuments, and Archives (AMA) objects.
 9. Advise local custodians in inventorying and safeguarding Arts, Monuments, and Archives (AMA) objects.
 10. Coordinate transport of Arts, Monuments, and Archives (AMA), as required.
 11. Create an overlay depicting Arts, Monuments, and Archives (AMA) locations and collection points for dissemination, as required.
 12. Update Protected Target List, as required.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. UNESCO PROVISIONS United Nations Educational, Scientific, and Cultural Organization provisions
6. International law, treaties, and U. S. policies
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to State Department representative(s); Access to the Staff Judge Advocate (SJA); Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); Arts, Monuments, and Archives (AMA); Camera and film; End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD); Oral reports; Overlay material; Protected Target List; Tourist guidebook(s)

0531-CAAC-1025: Supervise enforcement of laws and ordinances

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to

appropriate civilian leaders and civil authorities, access to local laws and statutes, interpreter, and the references.

STANDARD: Per the references, ensuring compliance with all established laws and ordinances so that all crimes are investigated, and all criminals are apprehended.

PERFORMANCE STEPS:

1. Instruct local law enforcement personnel of enforcement expectations.
2. Notify the population, via public information modes, of laws and ordinances in effect and enforcement policies.
3. Instruct Marines to supervise and instruct local law enforcement personnel, as required, on enforcement of laws and ordinances.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCWP 3-33.1 MAGTF Civil Affairs
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to local laws and statutes; Access to the appropriate civilian leaders and civil authorities; Administrative materials; End User Computer Equipment (EUCE); Interpreter; Marine Corps authorized software; Operation Order (OPORD); Area map(s)

0531-CAAC-1026: Track available Civil Affairs (CA) resources

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, local telephone book(s), resource card(s), index cards, index divider(s), index card box, and the references.

STANDARD: Per the references, ensuring an accurate, thorough accounting of available resources so that none resources are lost by theft, graft or waste.

PERFORMANCE STEPS:

1. Review the Operation Order (OPORD), references, and commander's guidance.
2. Determine which resources are required to support the Marine Air Ground Task Force (MAGTF) mission.
3. Prepare resource cards for each available Civil Affairs (CA) resource which include: a. Resource name. b. Location of resource. c. Quantity of resource. d. Points Of Contact (POC).
4. Develop a filing system to organize resource tracking.

5. Develop separate categories for civilian supply; public safety; Arts, Monuments, and Archives (AMA); communications; and public utilities.
6. Subcategorize resources into manageable commodity types (e.g., civilian supply, lumber - plywood or timbers, etc.).
7. Include information on the resource cards pertaining to number of employees, types of equipment, packaging, etc.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Index card box; Index cards; Index divider(s); Local telephone book(s); Marine Corps authorized software; Operation Order (OPORD); Resource card(s)

0531-CAAC-1027: Transfer Civil-Military Tasks to Government or Non-government Organizations (GOs or NGOs), International Organizations, or the Indigenous Populace

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a field environment and given commander's guidance, a refined transition plan (for example, operation order OPORD]/fragmentary order [FRAGORD], representatives of government organizations [GOs], non-government organizations [NGOs], international organizations, and/or the indigenous populace), and civil-military tasks that must be transferred from military responsibility or control to civilian responsibility or control.

STANDARD: In performance step sequence, in accordance with commander's intent, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Review the transition plan.
2. Synchronize transition tasks to maximize information superiority.
3. Meet the incoming organization.
4. Orient the incoming organization to the area, including an introduction to all the essential players of military and civilian organizations remaining in the area.
5. Orient the incoming organization to the activity or task. This includes force levels, exchanging standards, requirements, procedures, routine and recurring events, and other information critical to the conduct of the activity or task. Demonstrate the activity or task, if possible.
6. Observe the incoming organization in performing the activity or task.

7. Monitor the criteria (measures of effectiveness [MOEs]) established to determine when the incoming organization will assume control of the activity or task.
8. Transfer the task or tasks according to the plan.
9. Conduct an after action review and write an after action report.
10. Redeploy.
11. Provide reach back support to the incoming organization as directed or required (for example, periodic MOE review and/or validation, and theater engagement plans).

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. MCRP 3-33.1A Civil Affairs Operations
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD)

0531-CAAC-1028: Use interpreters

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the requirement to select and employ an interpreter for communicating in a foreign language.

STANDARD: So that all meanings are understood by all parties.

PERFORMANCE STEPS:

1. Provide interpreter requirements to contractor tasked with hiring interpreters.
2. Select an interpreter based on mission analysis.
3. Assess applicant's native language speaking capability.
4. Assess applicant's social status.
5. Assess applicant's English language fluency.
6. Assess applicant's intellectual capacity (intelligence).
7. Assess applicant's technical ability.
8. Assess applicant's reliability and loyalty.
9. Assess applicant's gender, age, and race.
10. Assess applicant's compatibility.
11. Assess applicant's candidate character and security implications.
12. Orient an interpreter to his/her duties and responsibilities.
13. Establish a rapport with the interpreter.
14. Explain interpreter's status in regards to rules of engagement (ROE).
15. Practice various methods of interpretation and communication.

16. Coordinate the actions of multiple interpreters during orientation (if used).
17. Conduct periodic testing or validation.
18. Communicate through one or more interpreters.
19. Speak to the subject.
20. Look at the subject.
21. Speak slowly.
22. Articulate words for the interpreter.
23. Break thoughts into segments.
24. Control interpreters during communication.
25. DO NOT permit interpreters to ask their own questions or answer questions for the subject during communication.
26. DO NOT permit interpreters to intimidate or berate the subject.
27. DO NOT permit interpreters to paraphrase your words or the subject's questions and responses.
28. DO NOT allow for the overuse of interpreters.
29. Direct the actions of multiple interpreters during communication.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
 2. Unit SOP
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0531-CAOR-1031: Arbitrate disputes between opposing ethnic, cultural, religious, or social groups in the Area of Operations (AO)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a scenario involving a dispute between opposing civilian groups, access to appropriate civilian leaders and civil authorities, access to local civilians, interpreter (if required), area map(s), tourist guidebook(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, and the references.

STANDARD: Per the references, minimizing interference with the Marine Air Ground Task Force (MAGTF) mission, without advocating one side or the other, so that there is an agreement and no violence.

PERFORMANCE STEPS:

1. Conduct liaison with local, social, cultural, religious, and ethnic leaders.
2. Act as the neutral party in negotiations between opposing ethnic, cultural, religious, and social groups in the area.
3. Facilitate dispute resolutions in a fair and reasonable manner.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs

4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to local civilians; Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Interpreter; Marine Corps authorized software; Operation Order (OPORD); Tourist guidebook(s)

0531-CAOR-1032: Implement measures to prevent human rights abuses

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, and the references.

STANDARD: Per the references, ensuring compliance with all international law, treaties, and U. S. policies, so that all distributed media messages and all FN security training contains human rights training.

PERFORMANCE STEPS:

1. Educate public safety personnel, including Foreign Nation's (FN) military, on recognizing and preventing human rights abuses.
2. Educate the civilian population on recognizing and reporting human rights abuses.
3. If human rights abuses are taking place, implement additional measures to prevent their occurrence.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. GENEVA CONVENTION OF 1949 (III) Relative to the Treatment of Prisoners of War
4. GENEVA CONVENTION OF 1949 (IV) Relative to the Protection of Civilian Persons in Time of War
5. HAGUE CONVENTION OF 1907 (IV) Article 43, Embodying the Regulations Respecting the Laws and Customs of War on Land
6. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
7. International law, treaties, and U. S. policies
8. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD); Access to the appropriate civilian leaders and civil authorities; Administrative materials

0531-PLAN-1041: Conduct Civil Affairs Transition Operations

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: In a field environment, given commander's guidance, a transition plan, and an organization to which to transfer CA activities.

STANDARD: In performance step sequence, by the deadline assigned by the commanding officer.

PERFORMANCE STEPS:

1. Identify the tasks to be transferred.
2. Identify the transition type: termination, transfer of authority, and transfer to nonmilitary organization
3. Identify transition timeline.
4. Identify transition measures of effectiveness (MOEs).
5. Review the transition plan.
6. Conduct required coordination with affected entities.
7. Refine transition plan, as required.
8. Terminate CA tasks.
9. Transfer CA tasks.
10. Evaluate results of transition according to transition MOEs.
11. Conduct after-action review (AAR).
12. Redeploy.
13. Monitor transferred tasks, as directed, for sustainability and durability.
14. Reengage as required or directed.

REFERENCES:

1. FM 101-5 Staff Organization and Operations
2. FM 3-05.40 Civil Affairs Operations
3. JP 3-57 Joint Doctrine for Civil Military Operations
4. MCRP 3-33.1A Civil Affairs Operations
5. MCWP 3-33.1 MAGTF Civil Affairs
6. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD).

0531-PLAN-1042: Conduct a Military Briefing

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING:

CONDITION: Given a mission statement, reference materials, briefing media, and supervisor's guidance.

STANDARD: On time, for the duration specified by the commanding officer, so that all questions of the audience are fully answered.

PERFORMANCE STEPS:

1. Analyze the situation.
2. Ask who is to be briefed and why?
3. Ask how much knowledge of the subject does the audience have?
4. Ask what is expected of the briefer?
5. Construct the briefing.
6. Collect material.
7. Know the subject thoroughly.
8. Isolate the key points.
9. Arrange the key points in logical order.
10. Provide supporting data to substantiate validity of the key points.
11. Select visual aids.
12. Establish the wording.
13. Rehearse before a knowledgeable person who can critique the briefing.
14. Deliver the briefing.
15. Conduct a follow-up.
16. Prepare a memorandum for record (MFR).
17. Prepare the briefing.
18. Conduct the briefing.

REFERENCES:

1. FM 101-5 Staff Organization and Operations
 2. SECNAVINST 5216.5 Department of the Navy Correspondence Manual
 3. Unit SOP
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0531-PLAN-1043: Coordinate civil defense activities/plans with local officials and public safety personnel

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, and the references.

STANDARD: Per the references, ensuring the coordination includes consideration of all Civil Affairs (CA) functional areas and that all performance steps are addressed in writing to the commanding officer.

PERFORMANCE STEPS:

1. Develop operational and logistical plans for the following: a. Civil defense operations. b. Personnel evacuation. c. Panic control. d. Passive defense measures. e. Law and order maintenance. f. Military support elements

2. Assist the area commander in plans to utilize military assets for civil defense.
3. Advise the commander on the legal limits imposed on his authority during a civil disturbance operation, with the assistance of the SJA.
4. Plan an Emergency Operations Center (EOC).
5. Coordinate the civil defense activities of fire, medical, police, and rescue personnel with those of the military.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. FM 3-5 NBC Decontamination
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCWP 3-33.1 MAGTF Civil Affairs
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Access to the appropriate civilian leaders and civil authorities; Operation Order (OPORD)

0531-PLAN-1044: Prepare Civil Affairs (CA) overlays (e.g., demographic; civil supply; public utilities; health services; Dislocated Civilians (DC); Arts, Monuments, and Archives (AMA), etc.)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, overlay materials, area handbook(s), tourist guidebook(s), local telephone book(s), the references, and information pertaining to: demographics; civil supply; public utilities; health services; emergency services; Displaced Civilians (DCs); and Arts, Monuments, and Archives (AMA).

STANDARD: Per the references, ensuring the overlays are positioned on the map according to reference points and identifies and depicts all pertinent information with the appropriate graphic symbol.

PERFORMANCE STEPS:

1. Gather all available information.
2. Graphically depict the overlay information, including public facilities, routes and locations of Dislocated Civilians (DCs), religious or historical sites, health services, resources, and off-limits areas.
3. Include a legend for information not readily identifiable.
4. Include a date-time group.
5. Ensure the various overlays are correctly positioned on the map.
6. Coordinate with host nation representatives as appropriate.

REFERENCES:

1. FM 21-31 Topographic Symbols
2. FM 3-05.40 Civil Affairs Operations
3. FM 3-25.26 Map Reading and Land Navigation
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area Handbook(s); Area map(s); End User Computer Equipment (EUCE); Local telephone book(s); Marine Corps authorized software; Operation Order (OPORD); Overlay material; Pertinent information; Tourist guidebook(s)

0531-PLAN-1045: Prepare a Civil-Military Operations Estimate

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a field environment and given commander's guidance, a refined transition plan (for example, operation order OPORD]/fragmentary order [FRAGORD], representatives of government organizations [GOs], non-government organizations [NGOs], international organizations, and/or the indigenous populace), and civil-military tasks that must be transferred from military responsibility or control to civilian responsibility or control.

STANDARD: In performance step sequence, in accordance with commander's intent, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Gather copy of the higher headquarters' order or plan, with graphics.
2. Gather maps of the AO.
3. Gather SOPs of the supported unit, the higher headquarters, and the supporting CA unit.
4. Gather appropriate FMs.
5. Gather any existing CMO estimates and area assessments. At a minimum, the CA planners should have conducted an analysis of civil areas, structures, capabilities, organizations, people, and events (CASCOPE) for the AO.
6. Gather additional tools determined to be useful according to team experience and CA unit SOP for the particular type of mission.
7. Review the tools required for the mission analysis.
8. Participate in the mission analysis process for the supported unit's mission according to MCWP 5-1.
9. Analyze the higher headquarters' order.
10. Conduct initial intelligence preparation of the battlespace (IPB).
11. Determine specified, implied, and essential tasks.
12. Review available assets.
13. Determine constraints.
14. Identify critical facts and assumptions.
15. Conduct risk assessment.

16. Determine initial commander's critical information requirements (CCIR).
17. Determine the initial reconnaissance annex.
18. Plan use of available time.
19. Write the restated mission.
20. Conduct a mission analysis briefing.
21. Approve the restated mission.
22. Develop the initial commander's intent.
23. Issue the commander's guidance.
24. Issue a warning order.
25. Review facts and assumptions.
26. Initiate the CMO estimate by using the results of steps 1 and 2 and the CMO estimate format found in FM 3-05.40.
27. Determine CA priorities of effort and CMO measures of effectiveness (MOEs).
28. Participate in course of action (COA) development according to MCWP 5-1.
29. Analyze relative combat power.
30. Generate options.
31. Array initial forces.
32. Develop the scheme of maneuver.
33. Assign headquarters.
34. Prepare COA statements and sketches.
35. Participate in COA analysis according to MCWP 5-1.
36. Analyze COAs from the civil-component perspective.
37. Role-play civilian leaders and individual groups of civilians that will be encountered in the AO.
38. Develop critical civilian decision points in relation to the friendly and enemy COAs.
39. Project civilian reactions to both friendly and enemy actions.
40. Project civilian losses due to expected collateral damage.
41. Wargame CA priorities of effort and CMO MOE.
42. Finalize CA priorities of effort and CMO MOE.
43. Refine CMO estimate.
44. Coordinate with Public Affairs in order to disseminate information to the civilian populace.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. MCRP 3-33.1A Civil Affairs Operations
5. MCWP 3-33.1 MAGTF Civil Affairs
6. MCWP 5-1 Marine Corps Planning Process
7. ROE Rules of Engagement
8. SOFA/CIVIL AFFAIRS AGREEMENTS Status Of Forces/Civil Affairs Agreements
9. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD)

0531-PLAN-1046: Prepare a Protected Target List

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a civil-military operations center (CMOC) or CA team supporting a mission, given reference materials and supervisor's guidance.

STANDARD: In performance step sequence, in the time allotted by the commanding officer or battle rhythm.

PERFORMANCE STEPS:

1. Assist the commander in meeting his moral and legal obligations.
2. Reduce collateral damage to cultural, religious, historical, economic, political, and high-density civilian population centers.
3. Minimize civilian interference with military operations through the use of the rules of engagement.
4. Utilize civil areas, structures, capabilities, organizations, people, and events (CASCOPE) to assess the area.
5. Recommend items and/or individuals to be placed on the PTL.
6. Submit recommendations for the PTL.
7. Produce a supporting overlay to accompany the list.
8. Submit list through the supported staff for review and approval.
9. Maintain a copy of list submission.
10. Maintain copy of approved list.
11. Produce the PTL.
12. Produce the protected target overlay.

REFERENCES:

1. FM 101-5-1/MCRP 5-2A Operational Terms and Graphics
2. FM 3-05.40 Civil Affairs Operations
3. MCWP 3-40.4 MAGTF Information Operations
4. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD).

0531-PREP-1051: Conduct an Area Assessment

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational scenario, relevant and timely intelligence summaries, the references, administrative materials, End User Computer Equipment (EUCE) and software, area map(s), tourist guidebook(s), country handbook(s), and overlay material.

STANDARD: Per the references, verifying and validating the population demographics; civilian supply; Arts, Monuments, and Archives (AMA); probable routes of civilian movement; and civilian infrastructure.

PERFORMANCE STEPS:

1. Procure on-site current standard/non-standard map(s) and tourist guide(s), as required.
2. Verify the following elements of the on-site study of the Area of Responsibility (AOR): a. Population demographics. b. Sources of civilian supply. c. Locations of Arts, Monuments, and Archives (AMA). d. Location of religious and historical sites.
3. Verify the social, cultural, religious, and ethnic practices that may impact the mission.
4. Validate the general health status of the population.
5. Update the overlays depicting the data developed in the area study, if necessary.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); Country handbook(s); End User Computer Equipment (EUCE); Intelligence summaries; Marine Corps authorized software; Overlay material; Tourist guidebook(s)

0531-PREP-1052: Define the role of Civil Affairs (CA)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT, GYSGT, 1STSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the references, administrative materials, an audience unfamiliar with Marine Corps civil affairs organizations and a current Table of Organization (T/O).

STANDARD: Per the references, in performance step sequence, so that all echelons of civil affairs are accounted for.

PERFORMANCE STEPS:

1. Define the Civil Affairs (CA) mission.
2. List Military Occupational Specialties (MOSs) within a Civil Affairs Group (CAG).

3. Prepare a Table of Organization (T/O) for a detachment, team, and group.
4. Identify other members of the Civil Affairs Group (CAG) that could be attached to a team.
5. Show the attachment of a Civil Affairs (CA) detachment to a Marine Expeditionary Unit (MEU).
6. Show the attachment of a Civil Affairs (CA) team to a Marine Expeditionary Brigade (MEB).
7. Show the attachments of a Civil Affairs Group (CAG) to a Marine Expeditionary Force (MEF).
8. Identify the nine Marine Corps sub-functions of Civil Affairs (CA).
9. Discuss Civil Affairs (CA) relationship to: a. Supported commander. b. Psychological Operations (PSYOP). c. Public Affairs Officer (PAO). d. Staff Judge Advocate (SJA). e. Country team.
10. Compare Marine Corps Civil Affairs (CA) to Army Civil Affairs (CA) functions.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Table of Organization (T/O); Administrative materials

0531-PREP-1053: Develop an area study

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an Operation Order (OPORD), the references, administrative materials, End User Computer Equipment (EUCE) and software, area map(s), tourist guidebook(s), country handbook(s), and overlay material.

STANDARD: Per the references, ensuring the assessment includes an accurate evaluation of population demographics; civilian supply; Arts, Monuments, and Archives (AMA); communications; public utilities and services; and civilian movement routes.

PERFORMANCE STEPS:

1. Gather the appropriate standard/nonstandard maps and tourist guides required for a map study of the Area of Responsibility (AOR).
2. Develop an assessment tool that incorporates all Civil Affairs (CA) functional areas.
3. Conduct a map study of the Area of Responsibility (AOR), validating and verifying the following elements: a. Population Demographics, b. Location of Civilian Supply, c. Locations of Culturally Significant Locations, d. Location and Condition of Public Utilities, f. Probable Routes of Civilian Transportation, g. Location of Civilian Infrastructure

4. Identify the social, cultural, religious, and ethnic practices that may impact the mission.
5. Estimate the general health status of the population.
6. Prepare appropriate overlays to depict the data developed in the area study.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); Country handbook(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD); Overlay material; Tourist guidebook(s)

0531-PREP-1054: Educate military personnel on proper treatment of Arts, Monuments, and Archives (AMA)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given area map(s), Rules of Engagement (ROE) card, the appropriate administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, and the references.

STANDARD: Per the references, ensuring compliance with international law, treaties, and U. S. policies, so that all personnel in the supported unit receive the training.

PERFORMANCE STEPS:

1. Review plans for the protection of Arts, Monuments, and Archives (AMA).
2. Consider religious sites in the plan and instruction.
3. Provide instruction to Marines regarding the importance of the preservation of Arts, Monuments, and Archives (AMA), in compliance with the Rules of Engagement (ROE).
4. Instruct Marines on procedures regarding reporting and safeguarding Arts, Monuments, and Archives (AMA).

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. International law, treaties, and U. S. policies
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD); Rules of Engagement (ROE) card; Area map(s)

0531-PREP-1055: Employ interpreters

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational scenario, access to the appropriate civilian leaders and civil authorities, access to the G-2, the references, area map(s), administrative materials, local telephone book(s), an English/local language dictionary, and access to interpreter.

STANDARD: So that an accurate dialogue is established between the Marine, the local and the interpreter.

PERFORMANCE STEPS:

1. Develop a list of candidates based on: a. Fluency (both spoken and written). b. Community status. c. Political leanings. d. Availability.
2. Coordinate background checks through the G-2.
3. Be aware of the limitations of the potential interpreters.
4. Ensure security of interpreter(s).
5. Ensure interpreter(s) are considered in any logistical support requirements.
6. Utilize interpreters to conduct Civil Affairs (CA) related: a. Conversations. b. Briefs. c. Negotiations. d. Information requests.
7. Debrief interpreter regarding: a. Body language. b. Motive/Orientation. c. Intent. d. Validity.

REFERENCES:

1. MCWP 3-33.1 MAGTF Civil Affairs
2. UNHCR HANDBOOK Office of the United Nations High Commissioner for Refugees Handbook
3. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); English/local language dictionary; Interpreter; Local telephone book(s); Access to the G-2

0531-PREP-1056: Evaluate Civil-Military Measures of Effectiveness

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING:

CONDITION: In a field environment, given a civil decisive point in a selected civil-military line of operation, and a "measures of effectiveness" (MOEs) evaluation plan.

STANDARD: In performance step sequence, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Review evaluation plan.
2. Ask: Who will observe the MOEs?
3. Ask: When the MOEs will be observed?
4. Ask: How the MOEs will be observed?
5. Ask: Where the observation will be made?
6. Ask: Who will approve/validate achievement of the MOEs?
7. Ask: What actions will be taken when the MOEs are satisfactorily achieved?
8. Evaluate the MOEs according to the evaluation plan.
9. Determine mission success or shortfalls.
10. Take action according to the plan.
11. Determine options that consider: monitoring the operation and reevaluating at a later time.
12. Determine options that consider: accepting the results and implementing fragmentary orders for follow-on actions.
13. Determine options that consider: determining cause and effect and implementing branches or sequels to the plan or developing a new plan to achieve the same or refined MOEs.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JP 3-57 Joint Doctrine for Civil Military Operations
3. MCRP 3-33.1A Civil Affairs Operations
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD).

0531-PREP-1057: Operate a Civil-Military Operations Center

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: In a field environment, given an established civil-military operations center (CMOC) during a military operation and commander's guidance for civil-military operations (CMO).

STANDARD: So that all performance steps are performed, 24 hours a day while the CMOC is in operation.

PERFORMANCE STEPS:

1. Execute force protection measures.
2. Execute security measures.
3. Establish the CMOC battle rhythm.
4. Supervise the CMOC staff.
5. Manage CMO information.
6. Coordinate functional specialties.
7. Conduct CMOC meetings.
8. Reorganize the CMOC.
9. Reconfigure the CMOC.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. MCRP 3-33.1A Civil Affairs Operations
3. MCWP 3-33.1 MAGTF Civil Affairs
4. Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Fragmentary Order (FRAGO); Intelligence and tactical situation reports; Marine Corps authorized software; Operation Order (OPORD).

0531-PREP-1058: Prepare a Situation Map

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 1 month

GRADES: SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a mission statement, reference materials and supervisor's guidance.

STANDARD: So that all events and units of interest are depicted.

PERFORMANCE STEPS:

1. Prepare the base map.
2. Depict graphic control measures.
3. Depict the location of maneuver elements.
4. Determine the classification.
5. Maintain the situation map.

REFERENCES:

1. FM 101-5-1/MCRP 5-2A Operational Terms and Graphics
 2. Unit SOP
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0531-PREP-1059: Prepare the Force

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational scenario and Operation Order (OPORD), relevant and timely intelligence summaries, the references, administrative materials, End User Computer Equipment (EUCE) and software, area map(s), tourist guidebook(s), country handbook(s), an area study, appropriate reference cards, and overlay material.

STANDARD: Per the reference, ensuring all information conveyed is current and supports the commander's mission.

PERFORMANCE STEPS:

1. Prepare and coordinate a current situation brief including the following elements: a. U. S. strategic objectives and mission. b. Culture, geopolitics, demographics, and country history. c. Media environment.
2. Deliver the brief.
3. Provide language support devices.
4. Identify interpreter support resources (i.e., people).
5. Solicit feedback from the Force.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area Handbook(s); Area study; Country handbook(s); End User Computer Equipment (EUCE); Intelligence summaries; Marine Corps authorized software; Rules of Engagement (ROE) card; Sample Language Card; Status Of Forces Agreement (SOFA) card; Area map(s); Operation Order (OPORD)

5005. 2000 LEVEL INDIVIDUAL EVENTS

0531-CAAC-2001: Assess civil defense emergency planning

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), access to appropriate civilian leaders and civil authorities, End User Computer Equipment (EUCE) and software, and the references.

STANDARD: Per the references, addressing all performance steps, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Identify civilian protective shelters, in conjunction with local officials, assessing their suitability and capacity.
2. Identify civilian evacuation routes for capacity and non-interference with military operations.
3. Evaluate plans for welfare services and emergency food, water, sanitation, and medical supplies.
4. Evaluate plans for continuity of essential services, both government and private.
5. Identify shortfalls and problem areas.
6. Report assessment results to higher command, as required.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. FM 3-5 NBC Decontamination
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCWP 3-33.1 MAGTF Civil Affairs
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

0531-CAAC-2002: Assess the civilian communications media for support capabilities to the military mission

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given control of civilian communications media, local phone book(s), area map(s), administrative materials, Operation Order (OPORD), area study, resource card(s), overlay materials, access to appropriate civilian leaders and civil authorities, access to civil communications media, access to the Staff Judge Advocate (SJA), access to the Public Affairs Officer (PAO), access to Psychological Operations Officer (PSYOP), interpreter (if required), End User Computer Equipment (EUCE) and software, and the references.

STANDARD: Per the references, in performance step sequence, in the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Review the area study for the names and locations of key public communications officials.
2. Determine the types, locations, and capabilities of public communications facilities.
3. Establish liaison with the public communications agencies.
4. Coordinate with the military communications support personnel to determine capabilities of public communications.
5. Document findings on resource cards.
6. Create overlays and charts for dissemination of information, as required.
7. Develop plans to obtain access to media facilities.
8. Evaluate public communications personnel to determine their competency and reliability.
9. Develop plans for the operations of public and private communications media to support communication with civilian populations in the Area of Operations (AO) (e.g., civil defense actions, etc.).
10. Develop plans to allocate supplies, services, and materials necessary for the operation of the media.
11. Develop plans for the review and censorship of civil information media.
12. Develop plans for community relations programs.
13. Recommend security measures for the protection of media systems.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. International law, treaties, and U. S. policies
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the Psychological Operations Officer (PSYOP); Access to the Public Affairs Officer (PAO); Access to the Staff Judge Advocate (SJA); Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area study; Area map(s); End User Computer Equipment (EUCE); Interpreter; Local telephone book(s); Marine Corps authorized software; Military control of civilian assets; Operation Order (OPORD); Overlay material; Electronic Resource card(s)

0531-CAAC-2003: Coordinate military acquisition of civilian property and facilities

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSST

INITIAL TRAINING SETTING: MOJT

CONDITION: Given area map(s), a military requirement for civilian property and facilities, administrative materials, resource card(s), Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities.

STANDARD: Per the references, ensuring compliance with international law, treaties, and U. S. policies, in performance step sequence, receiving title for all properties purchased.

PERFORMANCE STEPS:

1. Consult with the Staff Judge Advocate (SJA) and state department representatives on the legal aspects of acquisition of civilian property and facilities.
2. Review international laws, treaties, and agreements applicable to property control.
3. Identify public and private property available for military use.
4. Prepare property acquisition plans. a. Survey possible sites with Subject Matter Experts (SMEs). b. Identify the agencies involved with property control. c. Establish liaison with Foreign Nation (FN) property control agencies.
5. Prepare plans for controlling negotiable assets and resources of potential military use that are not under the supervision of other agencies.
6. Establish a record keeping system on property acquired by the military from civilian sources, preserving civilian ownership.
7. Establish measures to safeguard and properly manage the acquired property.
8. Establish measures to restore the property to the civilian owners when no longer required.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. International law, treaties, and U. S. policies
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to State Department representative(s); Access to local civilians; Access to the G-4; Access to the Staff Judge Advocate (SJA); Administrative materials; Area map(s); Civilian property and facilities; End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD); Property receipts; Resource card(s); Access to the appropriate civilian leaders and civil authorities; Interpreter

0531-CAAC-2004: Coordinate non-U. S. military support to meet civil requirements

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SGT, SSGT, GYSGT, 1STSGT, MSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, and the references.

STANDARD: Per the references, so that any gap in civilian requirements not met by military resources are met by non-US military support.

PERFORMANCE STEPS:

1. Analyze civilian requirements and available non-US military capabilities.
2. Develop a Concept of Operations.
3. Assess support being provided by International Organizations (IOs), Non-Governmental Organizations (NGOs), and Other Governmental Agencies (OGAs) and validate performance based on mission requirements.
4. Coordinate with International Organizations (IOs), Non-Governmental Organizations (NGOs), and Other Governmental Agencies (OGAs).

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Operation Order (OPORD); Marine Corps authorized software

0531-CAAC-2005: Coordinate the acquisition of resources to meet military or civilian needs

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSST

INITIAL TRAINING SETTING: MOJT

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, resource card(s), access to appropriate civilian leaders and civil authorities, access to local civilians, access to a G-4 representative, property receipts, interpreter, access to SJA, and the references.

STANDARD: Per the references, ensuring compliance with all international laws, treaties, and U. S. policies, in performance step sequence, without graft, theft or waste.

PERFORMANCE STEPS:

1. Consult with G-4, SJA and Comptroller regarding international laws, treaties and agreements applicable to civilian supply.
2. Identify agencies involved with civilian supply.
3. Determine adequacy of civilian supplies.
4. Identify the Foreign Nation (FN) resources available to support military operations.
5. Establish procedures to survey civilian supply.
6. Coordinate with Foreign Nation (FN) authorities to determine the availability of goods and services.
7. Determine the effects of redistribution of resources.
8. Document findings on resource cards.
9. Coordinate appropriate accounting procedures for all supplies handled through civilian supply channels with G-4/S-4 and Comptroller.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. International law, treaties, and U. S. policies
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to local civilians; Access to the G-4; Access to the appropriate civilian leaders and civil authorities; Administrative materials; End User Computer Equipment (EUCE); Interpreter; Marine Corps authorized software; Operation Order (OPORD); Property receipts; Area map(s); Resource card(s)

0531-CAAC-2006: Establish control of civilian movement

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given the requirement to control civilian movements in the Area of Operations (AO), area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, access to the Staff Judge Advocate (SJA), access to Provost Marshal Office (PMO), and the references.

STANDARD: Per the references, ensuring compliance with international laws, regulations, and U. S. policies, in performance step sequence, so no civilians move in areas that are declared off limits or during times of curfew.

PERFORMANCE STEPS:

1. Determine the requirement/necessity for civilian movement, considering the cultural, social, religious and ethnic traditions of a civilian community.
2. Review the legal aspects of restricting civilian movement, through consultation with the Staff Judge Advocate (SJA).
3. Coordinate civilian movement with supported command.
4. Establish curfew hours, if necessary, in conjunction with military requirements and the civil authorities.
5. Establish movement zones, if necessary, in conjunction with military requirements and the civil authorities.
6. Develop criteria for civilian movement between zones or during curfew hours.
7. Provide documentation for personnel requiring movement between zones or during curfew hours.
8. Enforce movement restrictions, through coordination with civilian and Military Police (MP) checkpoints and patrols.

REFERENCES:

1. AUDIOVISUAL PRODUCTS #710578 Dislocated Civilian Operations
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCWP 3-33.1 MAGTF Civil Affairs
6. International law, treaties, and U. S. policies
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the Provost Marshal Office (PMO); Access to the Staff Judge Advocate (SJA); Access to the appropriate civilian leaders and civil authorities; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD); Administrative materials

0531-CAAC-2007: Integrate civilian activities and resources into rear battle and damage control plans in cooperation with the Rear Area Operations Center (RAOC)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a scenario requiring explosive ordnance disposal, area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, and the references.

STANDARD: Per the references, so that the plans account for civilian activities.

PERFORMANCE STEPS:

1. Develop plans for ordnance location, isolation, and removal.

2. Serve as the Point of Contact (POC) to coordinate Explosive Ordnance Disposal (EOD) activities in the civilian sector.
3. Coordinate Explosive Ordnance Disposal (EOD) activities.

REFERENCES:

1. FM 21-16 Unexploded Ordnance (UXO) Procedures
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. FM 9-15 Explosive Ordnance Disposal Service and Unit Operations
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); Marine Corps authorized software; Operation Order (OPORD); End User Computer Equipment (EUCE)

0531-CAOR-2011: Establish relations with civil authorities, Non-Governmental Organizations (NGO), International Organizations (IO), and Other Governmental Agencies (OGA)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given the references, Operation Order (OPORD), country handbooks, administrative materials, area map(s), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, small token gift(s) (if appropriate), and an interpreter.

STANDARD: Per the references, in performance step sequence, ensuring all such authorities and organizations are contacted, providing accurate, timely, and pertinent information to the civilian populace and minimizing friction between military and civilian forces.

PERFORMANCE STEPS:

1. Identify the local civil authorities, Non-Governmental Organization (NGO) personnel, International Organizations (IO) personnel, and local civilian leaders.
2. Meet with the individuals identified in Step 1.
3. Conduct introductions in a congenial, businesslike manner, consistent with the culture.
4. Explain the procedures for contacting the Marine Air Ground Task Force (MAGTF) Civil Affairs (CA) section.
5. Present a small token gift, if appropriate, on behalf of the Marine Air Ground Task Force (MAGTF) commander, consistent with the culture.
6. Brief organization representatives on the Civil-Military Operations (CMO) mission as it pertains to their particular organization.
7. Obtain each organization's estimate of its deficiencies, capabilities, and resources.
8. Make no commitments to the individuals regarding the Marine Air Ground

- Task Force's (MAGTF) ability to provide support.
9. Request feedback from the organization representatives regarding treatment of the population, cultural considerations, and effects of planned military operations on the civilian populace.
 10. Solicit input from the civil authorities regarding other agencies/individuals to contact.

REFERENCES:

1. FM 19-40 Enemy Prisoners of War/Civilian Internees
2. FM 27-10 Law of Land Warfare
3. FM 3-05.40 Civil Affairs Operations
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCWP 3-33.1 MAGTF Civil Affairs
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: End User Computer Equipment (EUCE); Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); Country handbook(s); Interpreter; Marine Corps authorized software; Operation Order (OPORD); Small token gift(s)

0531-CAOR-2012: Implement Civil Affairs (CA) enactments (i.e., proclamation, ordinance, notice, directive)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given area map(s); Civil Affairs (CA) enactments; administrative materials; Operation Order (OPORD); End User Computer Equipment (EUCE) and software; access to appropriate civilian leaders and civil authorities; access to the Staff Judge Advocate (SJA), Public Affairs Officer (PAO), Psychological Operations (PSYOP) assets, and State Department representatives (if required); enactments that comply with international law and the MAGTF mission and the references.

STANDARD: Per the references, in performance step sequence, within the time allotted by the commanding officer.

PERFORMANCE STEPS:

1. Review international laws, treaties, and agreements applicable to civil information.
2. Determine the requirement for the issuance of a Civil Affairs (CA) enactment(s) (i.e., proclamation, ordinance, notice, and directive).
3. Ensure any proclamations, ordinances, directives, and notices will meet the needs of the command.
4. Identify the target audiences.
5. Evaluate the potential impact of the enactment(s) on the civilian population.
6. Determine the best publishing method to use for the Civil Affairs (CA)

- enactment(s).
7. Utilizing the commander's guidance, draw up the Civil Affairs (CA) enactment(s), in conjunction with the Staff Judge Advocate (SJA), Public Affairs Officer (PAO), Psychological Operations (PSYOP) assets, and State Department representatives, if required.
 8. Coordinate with Public Affairs, as appropriate, to ensure widest dissemination and publication of Civil Affairs (CA) enactment(s).
 9. Develop an advisory program to redress civilian concerns.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. HAGUE CONVENTION OF 1907 (IV) Article 43, Embodying the Regulations Respecting the Laws and Customs of War on Land
4. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
5. MCWP 3-33.1 MAGTF Civil Affairs
6. International law, treaties, and U. S. policies
7. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the Psychological Operations Officer (PSYOP); Area map(s); Access to State Department representative(s); Access to the Public Affairs Officer (PAO); Access to the Staff Judge Advocate (SJA); Access to the appropriate civilian leaders and civil authorities; Administrative materials; Enactments; End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

0531-PLAN-2021: Advise the commander on the feasibility of U. S. personnel providing medical services to the civilian populace

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSST

INITIAL TRAINING SETTING: MOJT

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, and the references.

STANDARD: Per the references, in performance step sequence, in writing, in the time allotted by the commanding officer, ensuring the advice is in compliance with international law, treaties, and military regulations.

PERFORMANCE STEPS:

1. Evaluate the Foreign Nation (FN) public health facilities.
2. Determine the availability of public health resources, including materiel and personnel.
3. Evaluate any shortfalls evident in the Foreign Nation's (FN) ability to provide medical services to the civilian populace.
4. Evaluate the advantages/disadvantages of U. S. personnel providing medical services to the civilian populace.
5. Advise the commander on the consequences of U. S. personnel providing

medical services to the civilian populace, based on a thorough analysis of the situation, including religious and cultural aspects.

REFERENCES:

1. FM 3-05.40 Civil Affairs Operations
2. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
3. MCWP 4-11.1 Health Service Support Operations
4. REFUGEE HEALTH Civilian reference: Refugee Health: An Approach to Emergency Situations, 1997, by The Doctors Without Borders USA
5. WHERE THERE IS NO DOCTOR Civilian reference: Where There Is No Doctor: A Village Health Care Handbook by David Werner, et al. (May 1992)
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

0531-PLAN-2022: Integrate local public safety activities into tactical and rear battle plans

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, and the references.

STANDARD: Per the references, so that all battle plans include consideration of local public safety activities.

PERFORMANCE STEPS:

1. Review civilian public safety plans.
2. Review civilian emergency response plan.
3. Review military plans to provide public safety assistance.
4. Develop plans to provide public safety assistance.
5. Develop an emergency response plan, if required.
6. Coordinate with the Rear Area Operations Center (RAOC) to ensure overlapping mutual support, as required.
7. Brief local civil authorities, on an as-permitted/need-to-know basis, on military plans to provide public safety support.
8. Plan for the integration of military operations safety support.
9. Brief the Rear Area Operations Center (RAOC) and operations personnel on civilian plans to provide safety support to the civilian populace.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs

4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); End User Computer Equipment (EUCE); Operation Order (OPORD); Marine Corps authorized software

0531-PLAN-2023: Recommend priorities for restoration work or service suspension of public utilities and communications facilities

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given area map(s), administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, access to appropriate civilian leaders and civil authorities, and the references.

STANDARD: Per the references, in performance step sequence, so that all work projects are assigned a priority.

PERFORMANCE STEPS:

1. Determine the types, locations, and capabilities of public works and facilities.
2. Analyze the dependability of the cooperation from local agencies and area residents.
3. Determine the priority of civilian and military needs for public works and facilities based on operational considerations, restorability, and commander's guidance.
4. Ensure the recommendation for restoration work or service suspension supports the Marine Air Ground Task Force (MAGTF) mission.
5. Advise commander of requirement for security plans for protecting public works and facilities, as appropriate.

REFERENCES:

1. FM 27-10 Law of Land Warfare
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCWP 3-33.1 MAGTF Civil Affairs
5. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Access to the appropriate civilian leaders and civil authorities; Administrative materials; Area map(s); Marine Corps authorized software; Operation Order (OPORD); End User Computer Equipment (EUCE)

0531-PREP-2031: Prepare a Civil-Military Operation (CMO) estimate

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given area map(s), the appropriate administrative materials, Operation Order (OPORD), End User Computer Equipment (EUCE) and software, and the references.

STANDARD: Per the references, in performance step sequence, in the time allotted by the commanding officer, in writing, ensuring the estimate supports the commander's mission.

PERFORMANCE STEPS:

1. Evaluate the command's Civil-Military Operation (CMO) requirements for the current military operation.
2. Evaluate the Civil Affairs (CA) manpower status.
3. Gather available information to support the needs and objectives of the commander's restated mission.
4. Analyze mission considerations from the standpoints of: a. Intelligence. b. Tactics. c. Personnel. d. Logistics.
5. Prepare the Civil-Military Operation (CMO) estimate of the situation to include: a. Disposition and status of Civil Affairs (CA) elements and related significant military and non-military elements (engineers, Military Police (MP), medical units, I

REFERENCES:

1. AUDIOVISUAL PRODUCTS #710501 Civil-Military Operations (CMO) - Estimate of the Situation
2. FM 3-05.40 Civil Affairs Operations
3. JOINT PUB 3-57 Doctrine for Joint Civil Affairs
4. MCRP 3-33.1A Civil Affairs Operations
5. MCWP 3-33.1 MAGTF Civil Affairs
6. Unit SOP

SUPPORT REQUIREMENTS:

MATERIAL: Administrative materials; Area map(s); End User Computer Equipment (EUCE); Marine Corps authorized software; Operation Order (OPORD)

CIVIL AFFAIRS T&R MANUAL

APPENDIX A

TERMS AND DEFINITIONS

Terms in this glossary are subject to change as applicable orders and directives are revised. Terms established by Marine Corps orders or directives take precedence after definitions found in Joint Pub 1-02, *DoD Dictionary of Military and Associated Terms*.

A

After Action Review. A professional discussion of training events conducted after all training to promote learning among training participants. The formality and scope increase with the command level and size of the training evolution. For longer exercises, they should be planned for at predetermined times during an exercise. The results of the AAR shall be recorded on an after action report and forwarded to higher headquarters. The commander and higher headquarters use the results of an AAR to reallocate resources, prioritize their training plan, and plan for future training.

Assessment. An informal judgment of the unit's proficiency and resources made by a commander or trainer to gain insight into the unit's overall condition. It serves as the basis for the midrange plan. Commanders make frequent use of these determinations during the course of the combat readiness cycle in order to adjust, prioritize or modify training events and plans.

C

Chaining. A process that enables unit leaders to effectively identify subordinate collective events and individual events that support a specific collective event. For example, collective training events at the 4000-level are directly supported by collective events at the 3000-level. Utilizing the building block approach to progressive training, these collective events are further supported by individual training events at the 1000 and 2000-levels. When a higher-level event by its nature requires the completion of lower level events, they are "chained"; Sustainment credit is given for all lower level events chained to a higher event.

Collective Event. A clearly defined, discrete, and measurable activity, action, or event (i.e., task) that requires organized team or unit performance and leads to accomplishment of a mission or function. A collective task is derived from unit missions or higher-level collective tasks. Task accomplishment requires performance of procedures composed of supporting collective or individual tasks. A collective task describes the exact performance a group must perform in the field under actual operational conditions. The term "collective" does not necessarily infer that a unit accomplishes the event. A unit, such as a squad or platoon conducting an attack; may accomplish a collective event or, it may be accomplished by an individual to accomplish a unit mission, such as a battalion supply officer completing a reconciliation of the battalion's CMR. Thus, many collective

events will have titles that are the same as individual events; however, the standard and condition will be different because the scope of the collective event is broader.

Collective Training Standards (CTS). Criteria that specify mission and functional area unit proficiency standards for combat, combat support, and combat service support units. They include tasks, conditions, standards, evaluator instruction, and key indicators. CTS are found within collective training events in T&R Manuals.

Combat Readiness Cycle. The combat readiness cycle depicts the relationships within the building block approach to training. The combat readiness cycle progresses from T&R Manual individual core skills training, to the accomplishment of collective training events, and finally, to a unit's participation in a contingency or actual combat. The combat readiness cycle demonstrates the relationship of core capabilities to unit combat readiness. Individual core skills training and the training of collective events lead to it proficiency and the ability to accomplish the unit's stated mission.

Combat Readiness Percentage (CRP). The CRP is a quantitative numerical value used in calculating collective training readiness based on the E-coded events that support the unit METL. CRP is a concise measure of unit training accomplishments. This numerical value is only a snapshot of training readiness at a specific time. As training is conducted, unit CRP will continuously change.

Component Events. Component events are the major tasks involved in accomplishing a collective event. Listing these tasks guide Marines toward the accomplishment of the event and help evaluators determine if the task has been done to standard. These events may be lower-level collective or individual events that must be accomplished.

Condition. The condition describes the training situation or environment under which the training event or task will take place. Expands on the information in the title by identifying when, where, and why the event or task will occur and what materials, personnel, equipment, environmental provisions, and safety constraints must be present to perform the event or task in a real-world environment. Commanders can modify the conditions of the event to best prepare their Marines to accomplish the assigned mission (e.g. in a desert environment; in a mountain environment; etc.)

Core Competency. Core competency is the comprehensive measure of a unit's ability to accomplish its assigned MET. It serves as the foundation of the T&R Program. Core competencies are those unit core capabilities and individual core skills that support the commander's METL and T/O mission statement. Individual competency is exhibited through demonstration of proficiency in specified core tasks and core plus tasks. Unit proficiency is measured through collective tasks.

Core Capabilities. Core capabilities are the essential functions a unit must be capable of performing during extended contingency/combat operations. Core unit capabilities are based upon mission essential tasks derived from operational plans; doctrine and established tactics; techniques and procedures.

Core Plus Capabilities. Core plus capabilities are advanced capabilities that are environment, mission, or theater specific. Core plus capabilities may entail high-risk, high-cost training for missions that are less likely to be assigned in combat.

Core Plus Skills. Core plus skills are those advanced skills that are environment, mission, rank, or billet specific. 2000-level training is designed to make Marines proficient in core skills in a specific billet or at a specified rank at the Combat Ready level. 3000-8000-level training produces combat leaders and fully qualified section members at the Combat Qualified level. Marines trained at the Combat Qualified level are those the commanding officer feels are capable of accomplishing unit-level missions and of directing the actions of subordinates. Many core plus tasks are learned via MOJT, while others form the base for curriculum in career level MOS courses taught by the formal school.

Core Skills. Core skills are those essential basic skills that "make" a Marine and qualify that Marine for an MOS. They are the 1000-level skills introduced in entry-level training at formal schools and refined in operational units.

D

Defense Readiness Reporting System (DRRS). A comprehensive readiness reporting system that evaluates readiness on the basis of the actual missions and capabilities assigned to the forces. It is a capabilities-based, adaptive, near real-time reporting system for the entire Department of Defense.

Deferred Event. A T&R event that a commanding officer may postpone when in his or her judgment, a lack of logistic support, ammo, ranges, or other training assets requires a temporary exemption. CRP cannot be accrued for deferred "E-coded" events.

Delinquent Event. An event becomes delinquent when a Marine or unit exceeds the sustainment interval for that particular event. The individual or unit must update the delinquent event by first performing all prerequisite events. When the unit commander deems that performing all prerequisite is unattainable, then the delinquent event will be re-demonstrated under the supervision of the appropriate evaluation authority.

E

E-coded Event. An "E-coded" event is a collective T&R event that is a noted indicator of capability or, a noted Collective skill that contributes to the unit's ability to perform the supported MET. As such, only "E-coded" events are assigned a CRP value and used to calculate a unit's CRP.

Entry-level training. Pipeline training that equips students for service with the Marine Operating Forces.

Evaluation. Evaluation is a continuous process that occurs at all echelons, during every phase of training and can be both formal and informal. Evaluations ensure that Marines and units are capable of conducting their

combat mission. Evaluation results are used to reallocate resources, reprioritize the training plan, and plan for future training.

Event (Training). (1) An event is a significant training occurrence that is identified, expanded and used as a building block and potential milestone for a unit's training. An event may include formal evaluations. (2) An event within the T&R Program can be an individual training evolution, a collective training evolution or both. Through T&R events, the unit commander ensures that individual Marines and the unit progress from a combat capable status to a Fully Combat Qualified (FCQ) status.

Event Component. The major procedures (i.e., actions) that must occur to perform a Collective Event to standard.

Exercise Commander (EC). The Commanding General, Marine Expeditionary Force or his appointee will fill this role, unless authority is delegated to the respective commander of the Division, Wing, or FSSG. Responsibilities and functions of the EC include:

- (1) Designate unit(s) to be evaluated,
- (2) May designate an exercise director,
- (3) Prescribe exercise objectives and T&R events to be evaluated,
- (4) Coordinate with commands or agencies external to the Marine Corps
And adjacent Marine Corps commands, when required.

Exercise Director (ED). Designated by the EC to prepare, conduct, and report all evaluation results. Responsibilities and functions of the ED include:

(1) Publish a letter of instruction (LOI) that: delineates the T&R events to be evaluated, establishes timeframe of the exercise, lists responsibilities of various elements participating in the exercise, establishes safety requirements/guidelines, and lists coordinating instructions.

(2) Designate the TEC and TECG to operate as the central control agency for the exercise.

(3) Assign evaluators, to include the senior evaluator, and ensure that those evaluators are properly trained.

(4) Develop the general exercise scenario taking into account any objectives/events prescribed by the EC.

(5) Arrange for all resources to include: training areas, airspace, aggressor forces, and other required support.

I

Individual Readiness. The individual training readiness of each Marine is measured by the number of individual events required and completed for the rank or billet currently held.

Individual Training. Training that applies to individual Marines. Examples include rifle qualifications and HMMWV driver licensing.

Individual Training Standards (ITS). Specifies training tasks and standards for each MOS or specialty within the Marine Corps. In most cases, once an MOS or community develops a T&R, the ITS order will be cancelled. However, most communities will probably fold a large portion of their ITS into their new T&R manual.

M

Marine Corps Combat Readiness and Evaluation System (MCCRES). An evaluation system designed to provide commanders with a comprehensive set of mission performance standards from which training programs can be developed; and through which the efficiency and effectiveness of training can be evaluated. The Ground T&R Program will eventually replace MCCRES.

Marine Corps Ground Training and Readiness (T&R) Program. The T&R Program is the Marine Corps' primary tool for planning and conducting training, for planning and conducting training evaluation, and for assessing training readiness. The program will provide the commander with standardized programs of instruction for units within the ground combat, combat support, and combat service support communities. It consolidates the ITS, CTS, METL and other individual and unit training management tools. T&R is a program of standards that systematizes commonly accepted skills, is open to innovative change, and above all, tailors the training effort to the unit's mission. Further, T&R serves as a training guide and provides commanders an immediate assessment of unit combat readiness by assigning a CRP to key training events. In short, the T&R Program is a building block approach to training that maximizes flexibility and produces the best-trained Marines possible.

Mission Essential Task(s) MET(s). A MET is a collective task in which an organization must be proficient in order to accomplish an appropriate portion of its wartime mission(s). MET listings are the foundation for the T&R manual; all events in the T&R manual support a MET.

Mission Essential Task List (METL). Descriptive training document that provides units a clear, war fighting focused description of collective actions necessary to achieve wartime mission proficiency. The service-level METL, that which is used as the foundation of the T&R manual, is developed using Marine Corps doctrine, Operational Plans, T/Os, UJTL, UNTL, and MCTL. For community based T&R Manuals, an occupational field METL is developed to focus the community's collective training standards. Commanders develop their unit METL from the service-level METL, operational plans, contingency plans, and SOPs.

Mission Performance Standards (MPS). Criteria that specify mission and functional area unit proficiency standards for combat, combat support and combat service support units. They include tasks, conditions, standards, evaluator instruction, and key indicators. MPS are contained within the MCCRES volumes. The MCCRES volumes are being replaced by T&R Manuals. Collective Events will replace MPS.

O

Operational Readiness (DoD, NATO). OR is the capability of a unit/formation, ship, weapon system, or equipment to perform the missions or functions for

which it is organized or designed. May be used in a general sense or to express a level or degree of readiness.

P

Performance step. Performance steps are included in the components of an Individual T&R Event. They are the major procedures (i.e., actions) a unit Marine must accomplish to perform an individual event to standard. They describe the procedure the task performer must take to perform the task under operational conditions and provide sufficient information for a task performer to perform the procedure. (May necessitate identification of supporting steps, procedures, or actions in outline form.) Performance steps follow a logical progression and should be followed sequentially, unless otherwise stated. Normally, performance steps are listed only for 1000-level individual events (those that are taught in the entry-level MOS school). Listing performance steps is optional if the steps are already specified in a published reference.

Prerequisite Event. Prerequisites are the academic training and/or T&R events that must be completed prior to attempting the event.

R

Readiness (DoD). Readiness is the ability of US military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct but interrelated levels:

(a) Unit readiness--The ability to provide capabilities required by combatant commanders to execute assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed.

(b) Joint readiness--The combatant commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions.

S

Section Skill Tasks. Section Skills are those competencies directly related to unit functioning. They are group rather than individual in nature, and require participation by a section (S-1, S-2, S-3, etc.).

Simulation Training. Simulators provide the additional capability to develop and hone core and core plus skills. Accordingly, the development of simulator training events for appropriate T&R syllabi can help maintain valuable combat resources while reducing training time and cost. Therefore, in cases where simulator fidelity and capabilities are such that simulator training closely matches that of actual training events, T&R Manual developers may include the option of using simulators to accomplish the training. CRP credit will be earned for E-coded simulator events based on assessment of relative training event performance.

Standard. A standard is a statement that establishes criteria for how well a task or learning objective must be performed. The standard specifies how well, completely, or accurately a process must be performed or product produced. For higher-level collective events, it describes why the event is being done and the desired end-state of the event. Standards become more specific for lower-level events and outline the accuracy, time limits, sequencing, quality, product, process, restrictions, etc..., that indicate

the minimum acceptable level of performance required of the event. At a minimum, both collective and individual training standards consist of a task, the condition under which the task is to be performed, and the evaluation criteria that will be used to verify that the task has been performed to a satisfactory level.

Sustainment Training. Periodic retraining or demonstration of an event required maintaining the minimum acceptable level of proficiency or capability required to accomplish a training objective. Sustainment training goes beyond the entry-level and is designed to maintain or further develop proficiency in a given set of skills.

Systems Approach to Training (SAT). An orderly process for analyzing, designing, developing, implementing, and evaluating a unit's training program to ensure the unit, and the Marines of that unit acquire the knowledge and skills essential for the successful conduct of the unit's wartime missions.

T

Training Task. This describes a direct training activity that pertains to an individual Marine. A task is composed of 3 major components: a description of what is to be done, a condition, and a standard.

Technical Exercise Controller (TEC). The TEC is appointed by the ED, and usually comes from his staff or a subordinate command. The TEC is the senior evaluator within the TECG and should be of equal or higher grade than the commander(s) of the unit(s) being evaluated. The TEC is responsible for ensuring that the evaluation is conducted following the instructions contained in this order and MCO 1553.3A. Specific T&R Manuals are used as the source for evaluation criteria.

Tactical Exercise Control Group (TECG). A TECG is formed to provide subject matter experts in the functional areas being evaluated. The benefit of establishing a permanent TECG is to have resident, dedicated evaluation authority experience, and knowledgeable in evaluation technique. The responsibilities and functions of the TECG include:

(1) Developing a detailed exercise scenario to include the objectives and events prescribed by the EC/ED in the exercise LOI;

(2) Conducting detailed evaluator training prior to the exercise;

(3) Coordinating and controlling role players and aggressors;

(4) Compiling the evaluation data submitted by the evaluators and submitting required results to the ED;

(5) Preparing and conducting a detailed exercise debrief for the evaluated unit(s).

Training Plan. Training document that outlines the general plan for the conduct of individual and collective training in an organization for specified periods of time.

U

Unit CRP. Unit CRP is a percentage of the E-coded collective events that support the unit METL accomplished by the unit. Unit CRP is the average of all MET CRP.

Unit Evaluation. All units in the Marine Corps must be evaluated, either formally or informally, to ensure they are capable of conducting their combat mission. Informal evaluations should take place during all training events. The timing of formal evaluations is critical and should, when appropriate, be directly related to the units' operational deployment cycle. Formal evaluations should take place after the unit has been staffed with the majority of its personnel, has had sufficient time to train to individual and collective standards, and early enough in the training cycle so there is sufficient time to correctly identified weaknesses prior to deployment. All combat units, and unit task organized for combat require formal evaluations prior to operational deployments.

Unit Training Management (UTM). Unit training management is the use of the SAT and Marine Corps training principles in a manner that maximizes training results and focuses the training priorities of the unit on its wartime mission. UTM governs the major peacetime training activity of the Marine Corps and applies to all echelons of the Total Force.

W

Waived Event. An event that is waived by a commanding officer when in his or her judgment, previous experience or related performance satisfies the requirement of a particular event.